

California Health and Human Services Agency
Department of Developmental Services



**PLAN
for the
CLOSURE
of
AGNEWS DEVELOPMENTAL CENTER**



JANUARY 2005

“Building Partnerships, Supporting Choices”

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For a copy of the plan and updated information, please refer to
www.dds.ca.gov/agnewsclosure

I. INTRODUCTION

The “Plan to Close Agnews Developmental Center” is submitted by the Department of Developmental Services (Department) pursuant to Welfare and Institutions Code, section 4474.1 (Attachment 1). The plan calls for the closure of Agnews Developmental Center (Agnews) by June 30, 2007.

The Department considered it essential that all interested stakeholders have an opportunity to participate in planning for the closure. Therefore, a broad based advisory committee was established along with six planning teams and numerous work groups to provide input to the Department in the closure planning. In developing this plan, the Department incorporated many of the ideas expressed by these participants.

This plan differs significantly from the plans implemented for the two most recent closures of developmental centers in California—Stockton Developmental Center (Stockton) in 1996, and Camarillo State Hospital and Developmental Center (Camarillo) in 1997. Those closures resulted in the transfer of large numbers of individuals to other State-operated facilities. In contrast, this plan is not just about closing a developmental center; it is also about the development of an enhanced community service delivery system in the Bay Area that can meet the needs of the majority of Agnews’ residents. The basic principle underlying this plan is to provide opportunities for the residents of Agnews to remain in their home communities. To achieve this objective, the plan provides for the development of new resources and innovative programs throughout the Bay Area. This will be accomplished by the development of a substantial and sustainable increase in appropriate housing, establishment of new program models, and use of State resources (including some Agnews’ staff) in the community during a transition period.

Preliminary estimates of the fiscal impact of this plan and their relationship to the budget are provided for Fiscal Years (FY) 2004-2005 through 2009-2010. The detail identifies by fiscal year, the cost factors involved in transitioning service delivery from Agnews to the community. Although the closure of Agnews will require a different approach to resource development, the estimates are consistent with the Department’s experience with the closures of Stockton and Camarillo. In those efforts, additional funds were needed to affect the closure; however, the ongoing savings offset these up front costs.

This plan also provides for implementing a new comprehensive Quality Management (QM) system to monitor consumer outcomes and satisfaction, provider performance, and regional center oversight. The Department submitted a proposal to the Centers for Medicare and Medicaid Services (CMS) for a grant to implement a new QM model in the Bay Area. The grant was approved and the Department and the Bay Area regional centers are currently implementing the actions specified in the grant. The focus of this system will be on assuring that quality services and supports are available for each person leaving Agnews.

The date indicated for the closure of Agnews (June 30, 2007) is the Department’s goal; however, our ability to attain this goal is directly linked to the implementation of each component of the plan (housing, new program models and the use of state staff). Delay in achieving these key components could result in a delay in the proposed closure date.

II. PROCESS USED TO DEVELOP THIS PLAN

NEED FOR A FORMAL PLANNING PROCESS

The Department has recognized for a number of years that Agnews was likely to be the next developmental center to close. This was confirmed with Governor Gray Davis' Budget for FY 2003-2004, which proposed the closure of Agnews. The Department considered it essential to devise a proactive planning approach for the eventual closure, one that would ensure broad participation of concerned parties and that would result in an orderly transition of consumers and staff into alternative, appropriate living and working arrangements. The result was the Bay Area Project, which provided opportunities for a wide range of stakeholders to have input into planning that would directly impact the future of Agnews, its residents, and their families.

A key focus of the planning process was to expand the capacity of the Bay Area to provide a range of services and supports for persons who live at Agnews and in the Bay Area. Unlike other developmental center closures, where developmental center residents came from locations throughout the State, Agnews' population overwhelmingly comes from the Bay Area itself, as do the residents' families. The Department and stakeholders did not want to replicate the Stockton and Camarillo closures where a majority of residents moved to other developmental centers in other parts of the State.

The Department's goal is to provide a range of Bay Area service options that can meet the complex needs of the persons who currently reside at Agnews so that each person has a meaningful community option.

THE BAY AREA PROJECT PLANNING PROCESS

The Bay Area Project planning process was designed to provide all interested stakeholders the opportunity to participate. The primary tasks of the Bay Area Project were to assure the quality of ongoing services at Agnews and to develop a plan for the closure of Agnews. Three levels of planning groups were created.

The Bay Area Project Steering Committee

The Steering Committee was established to assure communication among the directors of each of the three involved regional centers (San Andreas Regional Center [SARC], Regional Center of the East Bay [RCEB], and Golden Gate Regional Center [GGRC]), Agnews, and the Department. This committee met on a regular basis to coordinate and support the planning process. Paul Carleton, former Chief Deputy Director of the Department, was appointed as the Director of the Bay Area Project. He established and chaired the Steering Committee.

The Advisory Committee On the Proposed Closure of Agnews

The Advisory Committee was created to ensure that all interested stakeholders were able to participate in the planning process. This Advisory Committee had representation from a wide range of stakeholders including residents of Agnews and the local community, parents and family members, advocates, state and local legislative representatives, parent organizations, labor organizations, area boards, regional centers, the State Council on Developmental Disabilities, Protection & Advocacy, Inc., and community service providers (Attachment 2). The Advisory Committee met three times and received and reviewed reports and recommendations from each of the planning teams to develop recommendations on specific areas of concern. At the first meeting of the Advisory Committee (February 22, 2003), members were introduced to the purpose and structure of the Bay Area Project, provided an overview of Agnews, and discussed a work plan to accomplish the development of the Agnews Closure Plan. Following these discussions, all present (members and audience) were invited to join any of the six identified planning teams. Most Advisory Committee members participated on one or more of the planning teams.

Six Planning Teams

The six individual planning teams focused on specific issues. They were Business Management, Communications, Futures Planning Team Process, Quality Services, Staff Support, and Community Development. Membership on these teams (Attachment 3) included persons who expressed an interest—based upon their expertise and/or whose personal areas of interest or expertise would be beneficial to the team.

Team membership remained open throughout the process, and like the Advisory Committee, every effort was made to keep the process open and inclusive. There were over 200 members actively involved; some people participated on more than one team. First and foremost for each team was the task of developing the guiding principles or core values for their team. These principles were utilized and referenced throughout the ensuing planning process.

Guiding Principles

An initial step for the Project was to establish overall guiding principles that would lead and direct each of the work teams. Those guiding principles established by the Steering Committee are as follows:

- **Build Quality Into Every Option From the Beginning:** We have made a promise to the people that we serve. We will keep that promise today, and tomorrow. The future that we develop will be individualized, comprehensive, and reliable. The State will be an active and ongoing partner in making it happen.
- **Do It Right the First Time:** We will plan and develop a range of options one person at a time. The Interdisciplinary Team (IDT) will review each living alternative to assure that the option selected is consistent with the person's needs, preferences, and priorities.
- **Pay For It Once:** We will develop a stable range of services that are responsive to the needs of the people who live at Agnews and that will be an ongoing resource to Californians who require developmental services. We will find ways to establish secure settings that are dedicated to developmental services.

As each group focused on a particular issue, the groups produced products that varied in format and emphasis. Therefore, the final Bay Area Project report includes the recommendations and barriers from each team. The overall assignment for each of the planning teams was as follows:

- **Business Management:** This team was designed to assure that the operation of Agnews remained cost-effective during the transition period and to identify all of the operational and procedural issues that would have to be considered in a closure. These issues include facility operations, construction projects, fiscal management and space utilization. Transitional activities include space utilization, and managing human and fiscal resources. The other major activity of this team was to identify the issues and steps that would need to be completed prior to a planned closure. This covered a myriad of topics such as consumer movement, record storage, physical plant accommodations, and the ongoing consolidation within the facility as the census declines.
- **Communications:** This team was charged with designing and implementing strategies to assure consumers, families, staff, legislators and other stakeholders were kept informed of the plan's progress. Additionally this team was responsible for assuring all interested parties were apprised of pertinent legislation and had opportunities for input. This process allowed for input from consumers, advocates, families, legislators, and service providers. The Department initiated a website specifically designed to keep people informed of the Bay Area Project planning process. This website was routinely updated with information as the progress from each team unfolded, including team membership, meeting schedules, and focused areas of concern. The website also allowed the opportunity for questions and answers. These questions, with the corresponding answer from the Department, were posted and available through this website.
- **Futures Planning Team Process:** This team was established to evaluate and monitor the person-centered planning process to assure that it results in the identification of a preferred future for each person residing at Agnews. The team began with identifying a two-phase "assessment" process that provided a database of information on the "needs" of each person (see Attachment 4). These data covered a wide range of information, including needs related to health and medical services, self-care, behavioral supports, special equipment, and adaptations that would be needed in the environment to ensure the safety and satisfaction of each consumer. The second phase of this process was to initiate communication with the consumer, family members, and other interested people in determining options and choices for community living should Agnews be closed. These data provided an initial foundation for the planning done by the Community Development Team.
- **Quality Services:** This team was designed to assure that Agnews continues to provide services consistent with each person's needs, even under the transition to closure. The team developed a system to monitor the services being provided to each resident at Agnews. The initial task was to develop outcome indicators for those aspects of resident care identified as critical for consumer health and safety and/or for the ongoing certification of the facility. After determining these aspects of care, the committee then established a performance range that was based on facility performance prior to the initiation of the Bay Area Project. This information is collected on a monthly basis. If there is a variance in performance, then it is analyzed and recommendations are developed. The data and corresponding recommendations are reported to, and reviewed by, the Agnews Executive Committee (Attachment 5).

- **Staff Support:** This team was responsible for assuring the provision of staff support systems during the transition process. This team was also responsible for identifying the supports and resources needed by Agnews' employees to assist them in the development of personal plans for future employment opportunities. An initial concern of this committee was to determine the supports needed to retain employees at the facility and minimize a potential exodus of large numbers of staff. Participation of a wide variety of staff from all segments of the organization allowed this team to hear and address diverse concerns from throughout the facility. Some of the ideas generated included informing staff of other developmental centers' success with closures, consideration of hiring part-time staff in the programs, building staff self-esteem and confidence through training sessions, assuring staff understand that the closure was in the proposal phase, and developing morale-boosting activities that would encourage more camaraderie among the staff as the pending closure moved forward.
- **Community Development:** This team was charged with coordinating the development of services and supports that would be responsive to the needs of Agnews' residents transitioning into community services. The initial planning of this team identified four primary workgroups that would develop recommendations and implementation plans. The four workgroups were identified as: (1) Housing; (2) Service Hubs; (3) Support Services; and (4) Quality Assurance. This team met on a monthly basis to provide an update to all members regarding the ongoing activities, working recommendations, and ideas from each workgroup. These meetings also afforded team members who were not part of the four workgroups the opportunity to ask questions, clarify issues, and identify any recommendations for the workgroups to consider. Each of the four workgroups submitted their reports to the team at which point all information was compiled into one summary document.

Final Planning Team Reports

By October 1, 2003, the six teams had completed their reports (see Attachment 11). In addition, Keep Our Families Together (KOFT)—a coalition of families, employees, and advocates—submitted a proposal to the Department that addressed their solution for the closure of Agnews. The Bay Area Project planning team reports, along with the KOFT proposal, were made available to the public and were presented to the Advisory Committee on the Proposed Closure of Agnews on November 22, 2003. At this meeting, Advisory Committee members and audience were given the opportunity to seek clarification of the information contained in the reports through a question and answer process.

Public Hearing

Pursuant to Welfare and Institutions Code, section 4474.1 (see Attachment 1), the Department held a public hearing on December 13, 2003. The Advisory Committee members along with the general public were invited to provide testimony. The Department requested public comment on all planning team recommendations; however, the Department was particularly interested in hearing comments specifically on four significant policy issues:

- Use of Agnews' Land;
- Funding for Housing;
- Use of State Staff in Community Settings; and
- Improvements to Quality Assurance.

The public was also invited to provide comment on the October 2003 proposal submitted by KOFT offering an alternative solution for the closure of Agnews.

Over 60 stakeholders provided testimony at the hearing and written input was accepted. The comments received were compiled and reviewed before the development of this plan. This information is summarized in Chapter IX.

III.

CURRENT RESIDENTS OF AGNEWS

LEVEL OF CARE

Agnews provided three levels of care to 376 people that reside at the facility, as of June 30, 2004. The first level of care is provided in the Nursing Facility (NF) residences in which approximately two-fifths of Agnews' residents live. The second level of care is provided in the Intermediate Care Facility (ICF) residences, which are home to the remaining three-fifths of the consumers. Both the NF and the ICF residences provide 24-hour residential services. The third level of care is offered in Acute Services where short-term medical and nursing care is provided to residents when an acute condition occurs (see Attachment 6).

Agnews' campus includes four residential buildings. There are a total of 19 residences within these four buildings, with an average census of approximately 20 residents each. The majority of residents have lived at Agnews for many years; over 55 percent have lived at Agnews for more than 20 years.

HOME COMMUNITIES

Agnews is primarily a resource to the South, East and North Bay Areas. Over 90 percent of the persons who reside at Agnews are served by one of the three Bay Area regional centers. SARC serves 52 percent of the Agnews' population, RCEB serves 22 percent, GGRC serves 17 percent and other regional centers serve 9 percent (Attachment 7). The families of most Agnews' consumers also live in the Bay Area.

In recent discussions with Agnews' residents and their families, almost two-thirds of the persons interviewed identified location as an important consideration for future planning, with the Bay Area as their location of choice.

DEMOGRAPHIC CHARACTERISTICS

The demographic characteristics of the men and women residing at Agnews are presented in Attachment 6. A brief summary follows:

Age

Agnews' population is aging, with 65 percent of the residents over age 40. People who are 65 years or older make up 8 percent of the population. In contrast, there are virtually no children at Agnews: less than 1.4 percent, or only 5 residents, are under the age of 18.

Gender and Ethnicity

Agnews' resident population is diverse in both gender and ethnicity. Over 63 percent of the population is male. Seventy-five (75) percent is Caucasian, with the remaining persons representing other ethnic groups including Hispanic (13 percent), African American (6 percent), Asian and Pacific Islands (2 percent) and other (5 percent).

Developmental Disability

Section 4512 of the Lanterman Developmental Disabilities Services Act defines developmental disability as a:

“[d]isability which originates before an individual attains age 18, continues, or can be expected to continue, indefinitely, and constitutes a substantial disability for that individual. . . [T]his term shall include mental retardation, cerebral palsy, epilepsy, and autism. . . [and other] conditions found to be closely related to mental retardation or require treatment similar to that required for mentally retarded individuals, but shall not include other handicapping conditions that are solely physical in nature.”

Seventy nine (79) percent of the persons who reside at Agnews have severe/profound mental retardation, with more than 62 percent having profound retardation. The majority of persons have more than one developmental disability. Approximately 57 percent of the population have epilepsy, 53 percent have cerebral palsy, and 13 percent have autism. In addition, over one-third of the residents also have a diagnosed mental disorder, and over one-fourth of the population requires medication for psychiatric and/or behavioral supports.

PRIMARY SERVICE NEEDS

There are five primary service needs for persons who reside at Agnews as identified through the futures planning team process completed in 2003.

- **Significant Health Needs:** This need includes people who require intermittent pressure breathing, inhalation assistive devices, or tracheotomy care, and persons with recurrent pneumonias or apnea. Significant nursing intervention and monitoring are required to effectively treat these individuals. Fourteen (14) percent of the residents have significant health needs.
- **Extensive Personal Care:** This need refers to people who are non-ambulatory, require total assistance and care, and/or receive enteral (tube) feeding. Forty-two (42) percent of the population requires extensive personal care.
- **Significant Behavioral Issues:** This need addresses those people who have significant aggression issues that may require intervention for the safety of themselves or others. Approximately 23 percent of the residents are persons with significant behavioral issues.
- **Protection and Safety:** This need refers to those individuals who need a highly structured setting because of a lack of safety awareness, a pattern of self-abusive behaviors and/or inappropriate expression of social behavior. These consumers require constant supervision and ongoing intervention to prevent self-injury and/or stigmatization. About 19 percent of the persons residing at Agnews require this structure and service need.
- **Low Structured Setting:** This service need addresses those consumers who require minimal supervision and support. Approximately two percent of the population is in this category.

The needs of the persons who reside at Agnews are similar to other developmental center residents. The major difference is that a greater percentage of the persons at Agnews have significant health needs and/or require extensive assistance with personal care, and a smaller percentage has significant behavioral issues.

AGNEWS' RESIDENTS AND FAMILY PREFERENCES

The vast majority of the persons who reside at Agnews and their families have significant concerns regarding the proposed closure of Agnews. As a part of the futures planning team process, each person was asked to consider his or her preferences and priorities if Agnews were to close. Based upon these interviews, the following information was obtained:

- About 15 percent are unwilling to consider any alternative other than a large state facility.
- Almost one-half are open to considering an alternative, but have reservations regarding the existing community service system.
- Over one-third are willing to consider an existing community option that will provide the necessary services and supports for that individual.
- Major priorities consistently identified throughout these interviews included family, stability, safety, medical services, maintaining a sense of community, and continuity of staffing.

During the futures planning team process, the priorities of consumers and their families became clear. Their highest priorities were:

- **Access to Medical Services:** This area specifically addresses the need for prompt and available access to medical and other ancillary services in the local community. This need was identified as a major priority for 43 percent of those people willing to consider community services.
- **Work and Day Program:** This area encompasses those interested in assuring there will be purposeful and available day programs as well as paid work in the community. Forty-four (44) percent of those interviewed indicated a priority in having a day program available, with another 21 percent emphasizing the need for a work program. This places the need for available program options as a priority for almost two-thirds (64 percent) of those interested in community services.
- **Sense of Community:** Agnews currently provides a myriad of activities, services and supports for residents and their families. Many of the families, friends and consumers have known each other throughout their years of living at Agnews. In addition, there are readily available activities, religious services, a local cafeteria, and recreation and leisure activities on both a drop-in and special-events basis, that afford residents and family members the opportunity to participate as they choose. This area was important to a total of 43 percent of the people interviewed.
- **Family, Safety, and Continuity of Staff:** The last areas highlighted were the needs for family, safety, and the continuity of staff. The priority of "family" refers to those individuals who have a regular and established relationship with their families and want to be sure that they will continue to be close when they move. The "safety" category emphasized the ability of consumers to move about freely in their environment and to be safe in doing so. The last area is "continuity of staff." A

combination of the years of service and the expertise provided by staff has assisted in building relationships for the families and consumers as well as assuring the health and safety of the consumers. Each of these three areas was given a priority rating by 36 percent of the respondents.

- **Additional Areas Noted As Priority:**

- **Stability of Services**—To assure the services and service providers will be there in the long term (26 percent);
- **Social Activities and Contacts**—The availability of leisure, religious, and/or special-event opportunities with peers (29 percent); and
- **Environments That Would Allow for Delayed Egress**—The development of living arrangements for those individuals who are at risk of running away and who have limited or no hazard awareness (5 percent).

IV. PLAN FOR CURRENT RESIDENTS WHEN AGNEWS CLOSES

A comprehensive closure plan must reflect the delivery of the highest quality service throughout the Bay Area. Three elements are essential for current residents of Agnews to enjoy healthy, safe, and fulfilling lives in the community:

- ***Individualized Planning***
- ***Resource Development, Individualized and Community-wide***
- ***Quality Assurance***

Integral to each of these is using current Agnews' staff as a resource to regional center staff, community providers, and individuals moving into the community.

INDIVIDUALIZED PLANNING

Individual Program Planning

An Individual Program Plan (IPP) is mandated in the Lanterman Developmental Disabilities Services Act for all persons served through the regional center system. Each individual's planning team meets annually or as otherwise needed to jointly prepare the IPP. The planning team, which includes the individual, the regional center service coordinator, and, as appropriate, his or her legally authorized representative and family or advocates, identifies the individual's goals, objectives and services and supports required based upon the individual's needs, preferences and choices. Additional persons, including but not limited to, providers of services and supports, doctors, nurses, and/or psychologists, may be on the team as indicated by the individual.

The process for development of the IPP includes an assessment of each individual's strengths, needs, preferences, and life choices. The IPP includes a statement of goals and objectives to meet the individual's needs and maximize opportunities for participation in community life in the areas of housing, work, school and leisure. The IPP identifies services and supports to implement the plan and a schedule for review and re-evaluation of those services. Services and supports are to be purchased by the regional center, or obtained from generic or other resources, to achieve individual goals and objectives.

The IPP is available for review and revision at any time as the individual's needs and/or interests change. As changes occur, the planning team will reconvene to discuss changes, identify any needed adjustments in services and supports, and make necessary changes to the written IPP.

As individuals living in a developmental center are identified for possible movement to the community, the regional centers, developmental centers, and regional resource development projects (RRDP) will coordinate their activities in identifying individual goals, objectives, and preferences, identifying needed services and supports, developing the IPP and planning for transition (Welfare and Institutions Code, section 4418.3). An individual planning meeting will be held to initiate this process. Participants will include the individual, legally authorized representative, family or

advocates, the regional center service coordinator, developmental center program coordinator, and other staff knowledgeable about the service and support needs of the individual.

Beginning in FY 2002-2003, Agnews and Bay Area regional center staff began working with Agnews' residents and family members on planning. The *futures planning team process* has provided the Bay Area regional centers with valuable information on the types of services and supports needed to support Agnews' residents who will move into the community. Equally important, the planning sessions identified a sequence of events that must happen before, during, and after an individual moves into the community.

Individual Transition Planning

The IPP process for each Agnews resident will involve intensive person-centered planning. Each individual will be involved in meetings to discuss community living options and to plan for needed services and supports. In addition to the individual, all planning meetings will involve his or her family or advocates and staff familiar with the individual.

The placement planning process begins with the individual and the planning team identifying the services and supports that are essential in the individual's life. When a community service is identified that can meet the individual's needs and interests, an assessment and evaluation process is initiated to determine the viability of the proposed option. This process generally consists of the following, with some adaptations depending upon the type of living arrangements; e.g., supported living services:

- **Home Visit:** Once a residential option is identified, members of the Bay Area RRDP, along with members of the individual's planning team, including the individual, legally authorized representative, family, and regional center service coordinator, will organize a visit to the home. The purpose of this visit is to determine if the potential home can meet the needs of the individual.
- **Vendor Evaluation:** If this visit is successful, and all agree the home can meet the individual's needs, a meeting will be planned between the potential vendor and the individual. This is referred to as the Vendor Evaluation and includes a face-to-face meeting between the vendor and individual along with a review of the individual's needs by the planning team with the vendor.
- **Individual Home Visit:** Following the vendor evaluation, a visit to the home will be scheduled for the individual. This visit provides the individual with the opportunity to tour the home, meet other individuals living in the home, and meet the staff. This can be more than one visit depending on the individual and his/her interests.
- **Community Living Options:** Next, a Community Living Options (CLO) meeting will be held. At this meeting the planning team will review all of the identified services and supports, determine the need for additional supports or provider training, discuss the potential home, and develop a transition plan for the individual to move into the home.
- **Transition Plan:** Once the IPP is completed, and no less than 15 days prior to the move, a transition planning meeting will be held. Participants in the transition planning meeting will include the individual and other members of the IPP planning team, staff familiar with the individual, and each primary service and support provider identified in the IPP. The purpose of this planning meeting is to develop an

Individual Transition Plan (ITP) to ensure a successful transition from the developmental center to the community. This plan will include specific information regarding the future visits that will be needed to both the home (may be overnight) and day program to assist the individual in feeling comfortable with the move. In addition, this plan will include identification of any services the home/vendor will need in assuring a safe transition (for example, staff training, adaptive equipment, etc.) and who will provide them. Finally, based upon consideration of all of the above, the ITP will establish a projected date for the individual's move.

RESOURCE DEVELOPMENT: INDIVIDUAL AND COMMUNITY-WIDE

The closure of Agnews means that each person currently living at Agnews should be provided the opportunity to move to a community setting close to his or her family. Therefore, the characteristics of the people who reside at Agnews, and of the communities in which their families live, are keys in determining the array of needed community-based services and supports. Through the *futures planning team* process, Bay Area regional centers were able to identify the services and supports needed by each individual, including, but not limited to, living options, day services, health care services and other supports. The focus of this plan is on community resource development efforts that reflect: establishment of a permanent Bay Area housing stock; development of new residential models; and, assurance of health care services.

Establishment of Permanent Housing Stock

The Bay Area has the most expensive housing market in California.¹ This fact affects the Bay Area regional centers' ability to provide residential services for individuals residing at Agnews as it is difficult for some new providers to enter the housing market. In order to address the housing needs of Agnews' residents, the Department will implement two critical recommendations of The Bay Area Project Community Development planning team:

- *Establish a permanent stock of housing (i.e., housing owned by a non-profit housing development corporation (housing coalition)) dedicated to serve individuals with developmental disabilities; and*
- *Separate ownership of the housing from provision of the services and supports to ensure that when a residential provider leaves, the individuals do not have to move.*

Assembly Bill 2100 (Steinberg and Richman, Chapter 831, Statutes of 2004), sponsored by the Administration, passed with bipartisan support by the Legislature, and signed by the Governor, responds to the above recommendations. The statute authorizes the Department to approve a proposal or proposals from the three Bay Area regional centers to provide for, secure, and assure the payment of leases (based upon level of occupancy) for housing for people with developmental disabilities.

Assembly Bill 2100 envisioned implementation of a lease/purchase/donate model for housing development. The following provides an overview of the law's provisions and of the model.

The three Bay Area regional centers will submit a proposal(s) to the Department that details the proposed ownership entity of the property or properties, management

¹ Median price of housing in Santa Clara County, for example, is projected to rise 13 percent in 2004; median priced home is \$560,000 (California Association of Realtors, April 2004).

entities, and developer or development entities. The proposal(s) must meet all of the following conditions:

- The acquired or developed real property must be occupied by individuals eligible for regional center services;
- The property must be integrated with housing for people without disabilities;
- The regional center has approved the proposed ownership, management, and developer entities;
- Costs associated with the proposal are reasonable; and,
- The proposal includes a plan for transfer at a time certain of the property ownership to an approved nonprofit entity.

The housing developed under this model will be available for lease by providers of community-based living options. Each provider will negotiate a rate with the regional center that includes the ongoing lease payment. The ownership of the property will continue to rest with the ownership entity approved under the regional centers plan. This differs from existing residential models in that the ownership of the property rests with the provider; and as such, the public tax dollar “buys” the property (facility) forever.

In this new model, once the housing mortgage is paid in full, the provider’s lease payment ceases and the rate will be renegotiated accordingly. The property will be transferred to an approved nonprofit entity for continuous use by regional center eligible individuals. The public tax dollar is used to purchase the housing once and an inventory of stable community housing designed to meet the special needs of individuals with developmental disabilities is created.

New Residential Models

Closely tied to the development of new housing is the need to expand community-based residential options to adequately serve Agnews residents with special health care needs and challenging behaviors. Current community residential options include Department of Social Services (DSS) community care licensed facilities; Department of Health Services (DHS) health licensed facilities; Supported Living Services (SLS), and Adult Family Home Agencies (AFHA). SLS and AFHAs are contracted with and monitored by the regional centers. Additionally, AFHAs are reviewed and monitored by the Department.

Over one-half of the current residents of Agnews are excluded from traditional DSS licensed facilities because of their needs for medical care and/or intensive personal assistance. Further, DHS facility licensing categories do not provide alternatives for many Agnews residents for both programmatic and fiscal reasons as follows:

- DHS-licensed facilities do not allow for enhanced programming to meet consumer needs nor are they billable to the Home and Community-based Services Waiver (Waiver).
- DHS-licensed facilities do not capture all available federal participation in the cost of care, particularly for ancillary services provided by the regional center. In FY 2003-2004, the General Fund paid for 57 percent of the total cost for individuals moved from a developmental center into an ICF-DD-N and 70 percent of the cost for an ICF-DD-H. In community care licensed facilities, the General Fund share was approximately 48 percent.

- The Congregate Living Health Facility (CLHF) model, another DHS licensed option, is not feasible because it is not certified for Medi-Cal reimbursement and, therefore, not billable to the Waiver.
- The ICF-DD-CN is a small pilot and not yet evaluated and approved for expansion, nor is it Waiver billable.

To address these issues, the Department will:

- **Establish a pilot project for adults with special health care and intensive support needs.** In 1989, Assemblymember Tom Bates authored legislation to establish a licensing and service model for children with special health care needs. This model of service delivery has proven valuable in providing home-like living arrangements for children with health care needs who previously had to be served in more restrictive and less-desirable settings. The proposed pilot project will extend the opportunity for adults with developmental disabilities who have special health care and intensive support needs to live safely in small, community-based programs. Key features of this proposed pilot project are as follows:
 - Residential services for up to a total of 120 adults, with no more than five adults in each facility.
 - Limited to current Agnews Developmental Center residents.
 - Only three regional centers involved: San Andreas Regional Center, Golden Gate Regional Center, and Regional Center of the East Bay.
 - Facility staffing requirements includes licensed nursing staff² awake and on duty 24 hours per day, seven days per week.
 - Facilities licensed and monitored by the State Department of Social Services.
 - Prior to licensure, the Department of Developmental Services must issue a facility program certification.
 - Department of Developmental Services' monitoring of regional centers' compliance with requirements of the pilot project, including facility on-site visits by Department of Developmental Services' staff at least every six months.
 - For each consumer, development of an Individual Health Care Plan by an Individual Health Care Plan Team that is updated at least every six months.
 - At least monthly face-to-face visits with the consumer by a regional center registered nurse who will be the assigned service coordinator.
 - Multi-year evaluation of the project by an independent agency or organization.
 - Independent contractor's report on the pilot project to be submitted to the Legislature by January 1, 2009.
- **Expand the AFHA Model to include the 'Family Teaching Model.'** AB 2100 also amended the Welfare and Institutions Code to add *family teaching homes* to the existing Adult Family Home Agency model. Family teaching homes will serve up to

² Registered Nurse, Vocational Nurse, and Psychiatric Technician

three adults and the family's home and the individual's home may be a *duplex or adjoining homes*. The associated Health and Safety Code was also amended to conform.

The AFHA was established in 1994 to provide a new cost-effective living option for adults moving from developmental centers into the community. It is a living option that enables adults to enter into partnerships with families as fully participating family members. The regional center contracts with the AFHA to recruit and train families, certify family homes, match individuals and families, provide ongoing support to families, and monitor family homes. Both the AFHA and family homes are exempt from licensure. The family home provides a living arrangement in which up to two individuals live with a family in their private home as fully participating family members. The individual receives supports and services from the family, AFHA, and regional center according to his or her needs. Regional center staff visits the family home at least quarterly and evaluates the AFHA annually. Department staff periodically evaluate program implementation by the regional center and AFHA. This program has been extremely successful.

The family teaching home model differs from the current family home model in three respects. First, the individuals and family do not share the same private home. The teaching family lives in a home adjoining the home of the individuals. Typically, the home is a duplex. Second, the family teaching home is designed to support up to three adults with developmental disabilities. The teaching family manages the individuals' home, provides direct support, and directly supervises relief staff. The teaching family is certified and trained by the AFHA. The teaching family continues to receive additional training throughout the year and must have their certification renewed annually. Third, the family home agency provides wraparound services including, but not limited to, work and day program supports.

The family teaching home model is certified, monitored, and evaluated by the regional center and the Department through the same process as an AFHA.

Health Services

Through four mechanisms, the Bay Area regional centers will assure the availability, quality, and stability of health care services as follows:

- First, the regional centers will enhance medical case management and other needed specialized services. Negotiations are currently underway wherein regional centers would purchase a medical care policy to supplement Medi-Cal from a regional health maintenance organization.
- Second, on a temporary basis through June 30, 2009, the Department will deploy up to 200 of Agnews' employees in community settings. Staff will be used to resolve crises, provide direct care staffing, train and provide technical assistance to new providers, collaborate with regional centers on enhanced quality assurance initiatives, and, as a last resort, directly operate a residential facility until such time as a private provider can be located. Agnews' employees will include a cadre of doctors, nurses, and other health care professionals who, in addition to the activities listed above, will be available to provide clinical services and supports that may be otherwise unavailable in the community. (More detailed information on deploying Agnews' employees in the community is provided in the next section.)
- Third, in collaboration with DSS, the Department will establish an innovative residential approach for up to 120 adults with special health care needs. Individuals

served will receive continuous 24-hour health care and intensive individualized support. This new option will enable regional centers to tailor the staffing in the home according to the needs of the individuals living in the home. The regional center service coordinator monitoring services and supports to each individual living in their home will be required to be licensed as either a registered nurse, vocational nurse, or psychiatric technician. The regional center service coordinator will conduct face-to-face monitoring visits for a caseload of 25 individuals.

- Fourth, to increase access to oral health services for Agnews' consumers, the Department proposes to implement a proven service delivery system with Dental Coordinators (dental hygienists) at each of the Bay Area regional centers. Dental Coordinators at each regional center will:
 - Link consumers and their caregivers to dental resources within their communities.
 - Provide assessment, triage, referral and tracking of individuals served.
 - Consult with, and offer technical assistance to, dental providers, many of whom may be serving regional center consumers for the first time.
 - Develop community resources and dental services for consumers.
 - Promote preventive services through on-going education and training for families, caregivers, service coordinators, dental and other health professionals and consumers themselves.

Regional centers will be reimbursed by the Federal Government for up to 75 percent of costs associated with the implementation Dental Coordinators proposed via the HCBS Waiver under the category of "Specialized Therapeutic Services."

STATE EMPLOYEES

The individuals currently residing at Agnews are distinguished from persons in other developmental centers by their age, length of residency at Agnews, service needs, family involvement, and location. A substantial proportion of Agnews' residents have significant health needs and/or require extensive assistance with personal care. Another group of Agnews' individuals has significant behavioral issues requiring specialized services and supports.

As a result of these specialized needs, and in an effort to meet the needs of these Agnews residents as they transition into community services, the Department proposes the continued use of some of Agnews' employees to augment and enhance the services that will be needed for moving into the community.

Using developmental center staff to facilitate transition to the community is invaluable because:

- Developmental center staff have long-term relationships with the individuals. This decreases the potential for individuals' health and safety being at risk. Developmental center staff are licensed, know the individuals, and are better prepared to be responsive to their needs.
- Service continuity is assured when state employees assist in training community direct support workers.

- The majority of Agnews' residents have significant medical/personal care/behavioral challenges. Developmental center staff have specialized knowledge, skills, and abilities and can provide critical training and technical assistance to community providers.
- Over one-half of the family members who are conservators of Agnews' residents are willing to consider community settings but are deeply concerned about existing options. Through the use of state employees in the community, developmental center parents who are conservators of their adult sons and daughters can be reassured of the State's commitment to health and well-being.

The Department will propose legislation that provides statutory authority for the Department to directly provide services in the community. As of June 30, 2004, there were 1,308 Agnews employees. On a temporary basis, the Department will propose to deploy up to 200 of these employees in community settings. Staff will be used to resolve crises, provide direct care, train and provide technical assistance to new providers, collaborate with regional centers on enhanced quality assurance initiatives, and, as a last resort, directly operate a residential facility until such time as a private provider can be located.

Organizational Structure

The Department operates several Regional Resource Development Projects (RRDP), including one at Agnews (Regional Project of the Bay Area). Consistent with the closure of Stockton and Camarillo, the Regional Project of the Bay Area will remain when Agnews is closed. The Regional Project of the Bay Area will be the centralized headquarters for state employees deployed in the community, as a result of the proposed legislation.

Service Structure

Under direct supervision of state employees headquartered at the RRDP, staff will be deployed to provide:

- **Direct Support Services.** State employees will be available to serve as direct care staff and provide support services, such as an individual psychological consultation, to providers and individuals. Staff will be deployed according to a contract between the developmental center and either regional centers or providers who are vendorized by regional centers and are receiving purchase of service funding for the provision of services identified in an individual plan, as appropriate.

As a last resort, and until a qualified private provider is available, state employees may directly operate specialized residential facilities. In these instances, the facility will be leased from a third party and state employees will directly operate the residential program. The State will be reimbursed for service costs from the regional center. The service cost will qualify for federal reimbursement under the Waiver.

- **Quality Assurance and Crisis Management.** Current RRDP staff will maintain their statutory responsibilities regarding deflection of developmental center admission, assessment, and follow-up quality assurance visits. Additional Agnews' employees will be assigned to the RRDP and, under contract, will assist regional centers with in-depth quality assurance and remediation efforts.

Clinical state employees, also under contract with either regional centers or providers who are vendorized by regional centers and are receiving purchase of service funding for the provision of services identified in an individual program plan,

will consult with private providers and family members and provide behavioral, medical, and dental consultation, training, and technical assistance. State employees will be available to provide crisis management support, training, and technical assistance. Crisis management support will be provided to residential providers and families. The availability of a stable and sophisticated crisis management team is of critical importance to the health and safety of individuals moving into the community from Agnews.

- **Adaptive Equipment Design and Fabrication.** Certain of the 200 state employees will design and fabricate adaptive equipment needed to assist residents moving to the community. Many individuals currently residing at Agnews have specially designed and fabricated adaptive equipment that will need modification and/or repair after transition to the community.

Transition to Private Sector Employment

Agnews' staff will play a vital role in the transition of residents from Agnews to the Bay Area community. Their ongoing participation is essential to assure continuity of services and to address the concerns of the families who have come to trust the staff with the care of their sons and daughters. A strategy that provides a meaningful path for current staff to continue their provision of developmental services and includes a plan to transition these staff from state to private employment has been developed.

State employees will be deployed in the community through June 2009. This proposal includes a transition plan that takes into consideration the human resource issues that will need resolution such as, job specifications, the Public Employees Retirement System, and labor relations. The transition plan foresees the involvement of the State Personnel Board (job specifications), Department of Personnel Administration (DPA), Public Employees Retirement System, and employee organizations. Effecting the transition will require amendment of laws affecting the relationship between current and former state employees, the State, and prospective employers.

These state employees will augment and complement private service providers. They will be employed in parts of the Bay Area where the types of services they can provide are most needed by former Agnews' residents.

QUALITY MANAGEMENT SYSTEM

The QM system under development establishes expectations and indicators of performance. It also establishes the professional human resources who will partner with providers in developing and implementing strategies to provide high quality services. State employees, regional center staff, and providers will share responsibility in assuring identified outcomes are met while providing and accessing resources to make community living successful.

New Quality Management (QM) Model

The Department submitted a proposal to the CMS for a grant to implement the new QM model in the Bay Area.³ The grant was approved and the Department and the Bay Area regional centers are currently implementing the actions specified in the grant. This proposal was designed to focus on the people currently residing at Agnews, emphasizing the "person by person" model as each individual begins his or her

³ Real Choice Systems Change Grant for Community Living, Demonstration and Research Grants: Quality Assurance and Quality Improvement in Home and Community-Based Services. The grant is known locally as the Bay Area Quality Enhancement Initiative. October 2003—September 2006. \$499,844.

transition into new living arrangements. The focus of this system will be on assuring that quality services and supports are available prior to, during, and after transition of each person leaving Agnews.

The QM system is based upon the CMS HCBS Quality Framework with enhancements that address California's unique service delivery system. The Framework incorporates seven focus areas for review, of which six have or are being developed for use with the Bay Area Project.

The specific components of the QM system include:

- **Performance Expectations, Indicators, and Measures:** Performance expectations for service providers and indicators of that performance are being developed and the indicators will be measured using various sources of data. Quality indicators are being developed based on existing national models and upon the Department's own Service Delivery Reform work.
- **Individual Satisfaction Measures:** The grant will analyze measures of individual satisfaction currently used across the country and determine the satisfaction dimensions and measures that will be most appropriate in California.
- **Databases That Provide Information on Achievement of Performance Indicators:** These databases will include existing Department and regional center systems, the new regional center billing and information system (CADDIS) that is currently under development, and the proposed new system to measure individual satisfaction. Analyses of these data will be accessible at both regional center and Department levels. This system will be used to identify areas in which interventions and improvement efforts need to be taken. For example, the indicators will serve to delineate areas in which state employees can be used to provide consultation, training, technical assistance or direct interventions.
- **QM Review Commission:** A local level commission, consisting of regional center and Agnews staff, providers, family members, and other stakeholders, will be established to review performance data relevant to local concerns. This commission will make recommendations for further inquiry and/or improvement to the regional centers.

Regional center quality management activities will be supplemented by using a small number of state employees to assist the regional centers with in-depth quality assurance.

Follow-up to Ensure Service Adequacy

The RRDP also provides a core quality assurance function. Follow-up visits with the individual are regularly scheduled as established in law and also are provided as is necessary, depending on whether the individual's service needs change after moving. After the individual has moved to his or her new home, the regional project, in coordination with the regional center, completes a number of face-to-face visits with the individual. These visits are scheduled to occur at specified intervals following the move, including 5 days, 30 days, 6 months, and 12 months. In addition, the regional center conducts a face-to-face visit every 30 days for the first 90 days after the move and quarterly thereafter. Additional visits, supports, and training are provided to the individual and/or the service provider on an as-needed basis.

ROLE OF COMMUNITY PLACEMENT PLAN (CPP) IN AGNEWS CLOSURE

The Bay Area regional centers continue to move forward with the individualized planning and resource development and the activities authorized in their CPP pursuant to Welfare and Institutions Code, section 4418.25. The groundwork for regional center collaboration was laid in FY 2003-2004 when the Department approved the first Unified Community Placement Plan (Unified Plan) proposal. Additional activities will take place in FYs 2004-2005, 2005-2006 and 2006-2007 through updated Unified Plans that reflect the funding needed to continue and expand individualized planning, resource development, and quality assurance activities.

The goal of the Department for the CPP is to enhance the capacity of the community service delivery system so that individuals with developmental disabilities are afforded the opportunity to live in the least restrictive living arrangement appropriate to their needs. Developing community capacity through the CPP process provides the necessary individualized funding of resources needed by individuals to move from developmental centers. CPP encompasses the full breadth of resource needs including, but not limited to, development of both residential and day services.

The CPP process involves careful planning and collaborative efforts of the Department, Agnews, the Bay Area regional centers, and the Bay Area Regional Project. Department staff will be designated to facilitate the coordination efforts of regional centers, developmental centers, and RRDPs. The Bay Area regional centers will coordinate with Agnews and regional project staff in assessments, development of IPPs, planning, and transition to the community for individuals. Bay Area regional centers will also ensure needed services and supports are in place at the time each individual moves to the community. Agnews staff will initiate planning meetings and participate in these meetings by sending developmental center staff knowledgeable about the service and support needs of the individual to the planning team meeting. RRDP staff will participate in transition conferences and provide follow-up reviews and services.

STATUTORY AUTHORITY TO IMPLEMENT PLAN

The Department anticipates that the following statutory authority will be needed to implement the initiatives contained within this closure plan:

- Creation of a new licensing option for adults with special health care needs.
- Amendment to the Welfare and Institutions Code, Government Code and Public Contract Code to clearly identify the conditions under which state employees can be deployed in community settings and to limit the liability to the State when state employees are temporarily deployed in community settings.

V. **PLANS FOR EMPLOYEES WHEN AGNEWS IS CLOSED**

GUIDING PRINCIPLES

Agnews' employees provide valuable contributions to the men and women residing at Agnews and to the quality of services provided. The Department recognizes the experience, training, and commitment of its employees and considers them its most valuable resource. As a result, it is the intent of the Department to follow the guiding principles as identified below and as implemented through the collective bargaining requirements.

- Employees will be provided opportunities to enhance their job skills.
- Employees will receive timely and accurate information to assist them in understanding all aspects of an issue before making decisions that could affect their lives and the future of the organization.
- Employees will be encouraged to seek new opportunities within the developmental center system or in the community service system; they will be assisted in these efforts through mentoring, teaching new skills, and having their choices supported.
- Resources will be provided to assist employees in the development of personal plans that support their objectives and maximize the impact of their expertise throughout the area.
- Systems will be developed and accessible to support employees through the transition process.

EMPLOYEE COMPOSITION

Time Base and Service Years

As of June 30, 2004, there were 1,308 employees at Agnews. Of these employees, 85 percent were full-time employees, 5 percent were part-time employees, and the remaining 8 percent were intermittent employees. In addition, fewer than 2 percent have "Temporary" or "Limited Term" status (see Attachment 8).

Over one-half of the employees have worked at Agnews for 10 years or less. Over 30 percent of the employees have been employed at Agnews between 11 and 20 years. The remaining 20 percent have worked at Agnews for more than 20 years.

Demographics

Sixty six (66) percent of the work force is made up of women. The age range of employees varies from 19 to 80 years of age. The average age of Agnews' employees is 45 years. Forty-three (43) percent are 50 years or older, with 29 percent of the total work force in the 43-50 age range.

Employees at Agnews are from a range of ethnic backgrounds. Employees of Filipino descent comprise 43 percent of the workforce; 21 percent is Caucasian; and 13 percent is African-American. Ten (10) percent of the workforce is Hispanic and 12 percent is Asian.

Classifications

There are currently a wide range of employees and classifications that provide services to people residing at Agnews (Attachment 9). These classifications are categorized as follows:

- **Direct Care:** The direct care employees make up 59 percent of the employee population and include those employees who provide direct services to the men and women residing at Agnews. These employees are registered nurses, psychiatric technicians, psychiatric technician assistants, trainees, and students.
- **Professional:** The level-of-care professional employees make up 8 percent of the total employee population and include physicians, rehabilitation therapists, social workers, teachers, physical and occupational therapists, respiratory therapists and others who provide a direct and specialized service with the consumers at Agnews.
- **Non-Level-of-Care and Administrative Support:** The remaining 33 percent of the employee population includes those employees who are in non-level-of-care positions and administrative support. This includes clerical employees, food service employees, personnel and fiscal services employees, plant operations employees, and all supervisors and managers.

Current Residence

Agnews' employees primarily live in neighborhoods throughout the Bay Area. The greatest percentage (75 percent) of Agnews' employees live in Santa Clara County. Another 15 percent reside in East Bay counties. About 4 percent of employees live in various other Bay Area locations. In addition, Agnews has employees that reside in communities outside of the Bay Area, including 6 percent who commute from San Joaquin County or the Stockton area, and an additional 4 percent that live in other counties throughout the State.

PLANS FOR EMPLOYEES

Subject to negotiations with the employee organizations representing Agnews' employees, transition will be supported in a number of ways based on the "Guiding Principles." First, priority will be given to assisting employees in identifying alternatives that build on their expertise and strengthen the developmental services system. There are a number of resources and services that will be initiated during the implementation of this plan. These include the following:

Continued Employment in the Developmental Disabilities Services System

Employees at Agnews, as well as at other developmental centers, have learned or developed a wide range of special skills that make them effective in providing services and supports to persons with developmental disabilities. Agnews has more registered nurses in their employee group than other developmental centers. California's psychiatric technicians are required to complete a training program and to become licensed by the State if they are going to work with people in the developmental centers. Persons in both of these groups, as well as physicians, social workers, teachers,

physical therapists, rehabilitation therapists, and a wide variety of other professionals, have developed a repertoire of expertise beyond their formal education that is invaluable in working with persons with developmental disabilities. Because many of these people have committed many years of their lives to providing services and supports to this population, it is hoped that many of them will be interested in continuing their work, and sharing their expertise, in the years ahead.

Agnews' employees will be apprised of plans for the continued involvement of state employees in the lives of Agnews' residents once the consumers have moved into community or other settings. This continued involvement can take several forms:

- **Community-Based State Employee:** Positions will be available for a temporary period for approximately 200 direct-service and clinical employees. These employees will participate in providing direct residential services, training, consultation, quality assurance, and other services in the community. These employees will augment and enhance services for Agnews' residents. Procedures for selecting persons to fill these positions will be determined in conjunction with employee organizations.
- **Move to Other Developmental Centers:** Agnews' employees will be encouraged to move to other developmental centers with those Agnews' residents who will be moving. Transfer to developmental centers in other parts of the State will be facilitated through the collective bargaining process.
- **Private Sector Service Provider or Support Staff:** Opportunities will be provided for Agnews' employees who wish to transfer to the community service system as non-state service providers. The Agnews RRDP (Regional Project of the Bay Area), in partnership with local regional centers, will sponsor community information meetings that provide Agnews' employees with information regarding service needs, start-up funding, and vendorization for those employees who are interested in becoming community-based service providers. The AFHA described in Chapter IV is one such opportunity. Another option that might be of interest to Agnews' employees is to become a regional center employee.

Voluntary Transfer to Other State Positions

Some Agnews' employees may want to explore employment options with other state departments. Employees who wish to pursue these options will be assisted by the Department in several ways:

- **Surplus Status:** Following the approval of the Agnews Closure Plan by the Legislature, Agnews' employees will be given "surplus status," which will afford them many of the same benefits of the State Restriction of Appointments (SROA) program described below. The main difference between the two is that employees who are declared "surplus" are required to initiate their own contacts for job opportunities with prospective employers, rather than being contacted directly by employers as occurs with SROA lists. This program can be viewed as a precursor to the more formal SROA program. This will assist employees who are in classes that do not have an existing re-employment list.

- **State Restriction of Appointments:** Once the Department has received approval from the DPA for a layoff plan related to the closure of Agnews, employees will be eligible to participate in the SROA process. An individual can be on an SROA list for a maximum of 120 days, with the potential for a DPA-approved 120-day extension. If a person is on an SROA list, any department wishing to fill a vacancy in that person's job classification is required to interview the SROA candidate before hiring a promotional candidate or other external candidate who does not have SROA status.
- **Discussions With Other State Departments:** The Department will send letters to all state departments and agencies announcing the proposed closure of Agnews and requesting their assistance in identifying possible vacant positions that would be appropriate for Agnews' employees. In addition, the Department will discuss this situation with other departments that hire employees similar to those working at Agnews. This will include the Department of Corrections, Youth Authority, the Employment Development Department, DSS, and others. These discussions will expand the range of job opportunities for Agnews' employees. For example, Agnews has already initiated a dialog with the Department of Mental Health (DMH) regarding their ability to hire significant numbers of employees for its state hospitals and psychiatric programs.
- **Information on State Processes:** Information about a wide range of employee issues, including re-employment eligibility, the layoff process, seniority patterns and procedures, training and development assignments, re-employment skills, retirement, employee benefits, and a myriad of other topics also will be available at Agnews to help employees understand their rights and make the career decisions that are correct for them.
- **Employment Lists:** Agnews will establish lists of job opportunities within the state system and ensure that these are available to employees and updated in a timely manner.

EMPLOYEES TRANSITION

Agnews has been committed, since the announcement of the Bay Area planning process, to the establishment and implementation of a system that promotes employee stability and provides opportunities for employees to help determine their future. Employee retention during the transition is, and will remain, a high priority to assure continuity of services and to protect our most valuable resource, the expertise and commitment of a dedicated workforce. Agnews' employees are aware of the Bay Area Project and of the planning process that has been in place for the past year. They are also aware of the requirement to submit a plan to the Legislature. Many of them served on the various planning teams and were active participants in the identification of issues and the development of recommendations for the plan. Activities to support this process are described below:

Individual Assistance in Developing Job Skills and Locating Job Opportunities

Agnews will offer:

- Workshops on interviewing techniques and resume writing;
- Information sessions on transfer eligibility, taking exams with other agencies, and mechanisms on how to find employment within state service;
- Job fairs for prospective employers of Agnews' employees;

- The Staff Support Team will identify and provide additional training opportunities that will assist employees in seeking other employment and developing the necessary job skills; and
- Retirement and benefit workshops will continue to be routinely provided at Agnews by the California Public Employees' Retirement System (CalPERS).

Planning and supports will be provided one-person-at-a-time:

- Each person will be assisted in developing and implementing a career transition plan. A career center that provides employee individualized assistance will be available. Designated employees will be trained and dedicated to this effort.
- Agnews' employees will be provided with the necessary information regarding seniority points, retirement options, and available job opportunities, including those agencies with similar job classifications.

Information-Dissemination Activities

A wide range of activities will take place to ensure that employees are kept informed about progress on the closure and about available job opportunities.

- **Communications Team and "New Beginnings" Newsletter:** As a component of the Bay Area Project, the Communications Team was developed to assist in assuring that all employees and involved stakeholders received accurate and timely information in the formation of the Bay Area Project Plan. This process, which included routine meetings, regular access to information via the Internet and Intranet, and the "New Beginnings" newsletter, will continue throughout the closure process. The meetings have and will serve to address rumors about the closure, and help employees deal with their concerns and with the challenges of making decisions about their futures. The newsletter will continue to provide an update on the progress of the closure and also will address rumors and ensure employees receive correct information.
- **Agnews Staff Support Team:** A second committee initiated (as part of the Bay Area Project) was the Agnews Staff Support Team. This team was developed as a mechanism for idea formation, information sharing, and plan development in relation to employee needs. From this committee Agnews will establish a work group to be actively involved in the information gathering and sharing of issues raised by employees in relation to personnel, labor relations, and employee rights. Questions from Agnews' employees will be sent to this group for review and response, or to the applicable bargaining unit when appropriate.
- **Information Publications:** Agnews currently provides the "Personnel Touch," which provides monthly listings of available job vacancies in the Department throughout the State. This publication will continue to be provided on a monthly, or more often, basis as needed. Information on other state employment opportunities also will be provided.
- **Hot-Line:** Agnews currently has a Hot-Line established for employees to share their concerns, thoughts, or recommendations on an "as needed" basis. This process will continue and will be expanded to have both issues and appropriate responses and information included in the "New Beginnings" newsletter.

- **Immediate Information:** Agnews' Leadership Council consists of all Program and Department Chairs who meet on a bi-weekly basis. Agnews' Leadership Team, which is made up of all supervisors and managers, meets on a monthly basis. These meetings provide the necessary updates and sharing of information to assist managers in disseminating the information to all employees. These meetings will routinely, and on an "immediate" basis, be an effective mechanism for sharing "late-breaking" news or information.
- **Employee Meetings:** Agnews currently has Town Hall meetings on a regular basis where information on a local (Agnews), statewide, and Bay Area Project level is shared. These meetings allow employees the opportunity to get the latest in updates, ask questions, and share concerns with Agnews' Executive Staff. These meetings will be held on a more frequent basis as this plan moves forward.

During the planning period, prior to the publication of this plan, these informational efforts were very successful. Since the closure proposal was made, staffing has remained stable. The attrition rate for 2003, after the proposal was announced, was actually lower than Agnews experienced in 2002, prior to the closure planning.

OTHER CONTINUING FEATURES

Maintain Bay Area RRDP (Regional Project of the Bay Area)

The regional project has played a vital role in developing community resources—both state-funded and generic—for persons moving out of Agnews and in monitoring the quality of the services that are provided in the community. The regional project's monitoring functions are specified in statute, which gives this group specific responsibility for following up on individuals moving into the community from Agnews to ensure that the placements and services are working effectively and to resolve any crises that may occur. The Department will continue the regional project function after the closure of Agnews, and integrate these functions into the Quality Assurance/Quality Indicator (QA/QI) system that was described in Chapter IV.

Maintain Foster Grandparents and Senior Companions

Important services are provided to residents of Agnews through a federal grant from the Corporation for National and Community Service, National Senior Service Corps for the Foster Grandparent and Senior Companion programs. Agnews currently employs 29 Foster Grandparents and 51 Senior Companions who deliver 83,520 hours of service annually to persons with developmental disabilities. The Foster Grandparents and Senior Companions are low-income senior citizens who are recruited from the community and paid a small stipend. They serve an average of four hours per day providing one-on-one service to two individuals with disabilities. They provide companionship and personal assistance, take individuals on outings and to recreational events, and help in the classroom and in other ways serve as friends and mentors to people with developmental disabilities. Most of the Foster Grandparents and some of the Senior Companions serve individuals out in the community.

Although they are not state employees, the Foster Grandparents and Senior Companions provide such essential services that the Department will continue these services by transferring the program to one of the Bay Area regional centers. The Foster Grandparents and Senior Companions who wish to do so can continue their services after the closure by working with community-based individuals.

Maintain the Volunteer Advocates Program Until Final Closure

The Volunteer Advocacy Services (VAS) program, funded by the Department and implemented by the State Council on Developmental Disabilities via local area boards, is designed to provide advocacy resources and assistance to persons living in state developmental centers, including Agnews, and other state-operated community facilities, who have no legally appointed representative to assist them in making choices and decisions. In addition, at the request of legally appointed representatives, volunteer advocates will assist those representatives in advocacy efforts. Consumers accessing these services come both through their own requests as well as referral by the developmental center based upon need for assistance and the lack of other available resources and, if needed, representation. Services range from facilitation of consumer involvement in social and recreational activities, to attendance with the consumer at program planning and other meetings impacting services and supports for the consumer. On a limited basis, if a consumer moves from a developmental center/community facility to the community, VAS continues to monitor the move and subsequent services and supports, and identifies advocacy assistance services for the consumer from community resources.

During both the planning for and subsequent closure of Agnews, this program will focus on informing residents about the closure planning and status; identifying community services and support needs when consumers move as part of the local community placement plan effort; development of IPPs, addressing movement out of Agnews, and services and support in the community; and general emotional support for consumers during this process. As consumers are transitioned to the community, advocacy services will be obtained through existing community-based services.

VI. PLANS FOR FUTURE USE OF THE LAND AND BUILDINGS

AGNEWS' PHYSICAL DESCRIPTION

History

The California State Legislature established Agnews State Hospital in 1885, as a neuropsychiatric institution for the care and treatment of persons with mental illnesses. In 1876, the State purchased 323.5 acres of farmland from Abraham Agnews. The first patients, 65 persons with mental illness from the Stockton Insane Asylum, were received in November of 1888. The population of the facility continued to increase and by 1906, had reached 1,800 residents.

The earthquake and fire of April 18, 1906, severely damaged all of the ward buildings at Agnews and resulted in the deaths of 113 residents and employees. Some of the residents were temporarily relocated to the Stockton Insane Asylum, but the majority (over 800 individuals) was housed in tents and temporary structures on the grounds of Agnews while the facility was rebuilt. Re-occupancy occurred in 1911.

In 1926, the State acquired an additional 424 acres (known as the East Campus), one and one-half mile from the main facility (which became the West Campus). The newly-purchased land was operated by the residents and employees, and initially used as farmland to provide food for the facility. Various structures were added to the properties over time, and by 1955, Agnews' resident population had reached nearly 4,600. The focus of treatment transformed as well, and in 1966, the first consumers with developmental disabilities were admitted. Programs for the mentally ill were discontinued in 1972. It has been utilized exclusively for the care and treatment of persons with developmental disabilities since that time. The facility was renamed Agnews Developmental Center in 1985.

While Agnews originated in rural farming country, the high tech industry now dominates the surrounding area. Approximately 337 acres of the original East Campus has been sold or transferred. Most significant, was the sale of approximately 140 acres to Cisco Systems (Cisco) in the mid-1990's. Cisco has a "First Right to Purchase" the remaining acreage of Agnews once it has been declared surplus and made available for sale. Agnews currently resides on the remaining 87 acres on the north edge of the city of San Jose, in the heart of Silicon Valley. There are 51 buildings on the campus, comprising approximately 692,800 gross square feet of space. There are also two off-site buildings being leased within three and one-half miles of the main campus.

Building Lease

Agnews currently has only one on-campus building lease with Gallivan College (1,972 square feet) to operate an employee cafeteria with a monthly rent of \$415. This lease will terminate on June 30, 2005, but may continue on a month-to-month basis with a 30-day cancellation notice, which can be exercised by either party. Agnews also has use agreements with several private entities for the placement of communication devices on the facility water tower.

Cogeneration Plant

A cogeneration plant provides energy to Agnews and markets electricity through a agreement with a third party, which expires in the year 2020. The agreement obligates the State to purchase a minimum of 48 million pounds of steam annually to maintain the system's economic viability. DGS is the lead agency in facilitating the future use of the real estate, existing leases, structures and infrastructure of the campus, including disposition of the cogeneration plant. The existence of this agreement will be addressed as part of a comprehensive strategic assessment of the campus by DGS.

FUTURE OF THE AGNEWS' CAMPUS

Upon the Legislature's approval of the Department's Agnews Closure Plan and the actual closure of the campus, the property will be treated as "declared surplus" land. The Department has responsibility for maintaining the property for up to one year from the date of closure, or until DGS transfers or otherwise disposes of the asset.

DGS, Real Estate Services Division (RES D), will take the lead in determining the future use of the Agnews "surplus" property.

RES D's current process for marketing surplus properties is to conduct due diligence through collaboration with local governments, planners, and developers to maximize the marketability and value of the land. This includes facilitating any necessary entitlements and zoning changes needed to market the property for the highest and best use.

VII. IMPACT OF THE CLOSURE OF AGNEWS

DEPARTMENT OF DEVELOPMENTAL SERVICES' IMPACT STATEMENT

Impact on Residents and Their Families

Every effort will be made to minimize any adverse impact of the closure of Agnews on the people who reside there. Each individual will participate in planning for his or her own personal future. Many individuals will have the opportunity to move to locations in the community, while others will choose to remain in a developmental center. Regardless of location, all individuals will receive the services and supports that they need as identified in their IPP (see Chapter IV).

As is true of all persons with developmental disabilities served through the regional center system in California, persons moving out of the developmental center into the community will receive the wide range of services available through the regional centers, including person-centered individual planning, referral for and purchase of services, service coordination and case management, and service monitoring from employees of the regional center in that area.

If it is necessary to transfer Agnews' residents to other developmental centers they will receive the same high quality services that they received at Agnews. The Department will ensure that the programs serving these individuals in the new settings will be as close as possible to those provided at Agnews. As always, services will be provided by highly trained and knowledgeable employees. It is anticipated that some of Agnews' employees will choose to move to Sonoma to continue to work with the consumers with whom they are familiar.

New models of community services for Agnews' residents are expected to provide very high quality services for persons whose needs exceed currently available models of service. State employees will continue to be involved in some of these services on a transitional basis, and they also will be essential components of the QA/QI system that is being designed for the Bay Area Project.

Impact of the closure on families of persons with developmental disabilities is anticipated to vary considerably. The Department will involve families, as appropriate, in planning for their relatives' future.

Impact on Employees

The impact of the closure of Agnews on the employees who work there will be mitigated as much as possible through a series of activities designed to help people identify alternate job opportunities. This includes helping at both the level of the individual employee member (e.g., writing a resume, preparing for an interview) and structurally, by talking with potential employers about the availability of this highly skilled workforce, sponsoring job fairs, and using the SROA and other processes to help people find jobs. The Department will encourage Agnews' employees to voluntarily move to Sonoma with the residents. Other Agnews' employees will be encouraged to participate in the state-operated resource networks that will be developed to augment services for consumers

moving out of Agnews. In addition, the Department will encourage some of Agnews' employees to move into the private sector, and become service providers for persons with developmental disabilities living in the community.

Impact on the Community of the Bay Area

The Department anticipates that the closure of Agnews will have very little impact on the surrounding community. The Bay Area is large and economically diverse. The closure of a facility with a budget of \$100 million is likely to be inconsequential to local governments and business. However, the Department also is committed to augmenting the community service system for persons with developmental disabilities in the Bay Area.

REGIONAL CENTERS' STATEMENTS OF IMPACT

The Association of Regional Center Agencies

The Association of Regional Center Agencies deferred the statement of impact to the Bay Area regional centers.

San Andreas Regional Center

San Andreas Regional Center supports the recommendations of the Bay Area Project Planning Teams and the proposed closure of Agnews, as stated by Santi J. Rogers, Executive Director, at the public hearing held December 13, 2003. Mr. Rogers stated that:

"San Andreas Regional Center representatives were intimately involved in the Bay Area Project as members of the Advisory Committee and Agnews Closure Planning Teams and provided leadership to the Community Development Team and its associated workgroups. The process was comprehensive, thoughtful, and inclusive of a broad base of stakeholders including consumers and their families, Agnews employees, regional center representatives, advocates, service providers and area boards.

The State must ensure that sufficient fiscal support is provided to the regional centers. Developing the array of living arrangements and services as recommended by the planning teams, to meet consumer needs will be costly to ensure the development of appropriate resources."

Mr. Rogers also stated that:

". . .the timelines set forth in the Governor's Budget for 2003-04 proposing closure by July 2005, is ambitious, considering the number of resources that would need to be available prior to moving consumers from Agnews to the community. It is anticipated that it could take two to three years after a decision is made to close Agnews for the regional center to have the needed community resources operational. The State must ensure that the expertise of Agnews' employees be maintained in the service delivery system to facilitate the smooth transition of consumers to the community. Agnews' employees can provide continuity of services that will allow consumers to maintain stable community living arrangements and are fully integrated into their home communities."

Regional Center of the East Bay

The Regional Center of the East Bay expressed their position in a letter to Director Cliff Allenby, dated March 26, 2004. In this letter, Michael S. Treppa, President, Regional Center of the East Bay states:

"On behalf of the Regional Center of the East Bay, I am responding to the request to provide a position statement on the proposed closure of Agnews Developmental Center. Regional Center of the East Bay fully supports the recommendations of the Bay Area Project Planning Teams and the proposed closure of Agnews Developmental Center.

The Bay Area Project Team process was open, inclusive, collaborative and thoughtful. Most importantly, it was a process clearly focused on the well being of the over 400 consumers who reside at Agnews Developmental Center. The planning team recommendations as presented in the final reports are an extraordinary body of work developed from a broad array of stakeholders including current and former consumers of Agnews, their families, Agnews' employees, regional centers, advocates, service providers, and others. We firmly believe that these reports provide a solid framework for the plan to close Agnews Developmental Center.

While Regional Center of the East Bay supports the closure of Agnews Developmental Center, we believe the timelines for closure by July of 2005, as contained in the 2003-04 Governor's budget, are overly ambitious. It is critical that regional centers have sufficient time and funding to ensure that a full complement of high quality services and supports are in place for each consumer of Agnews Developmental Center placed in the community. We therefore recommend that the Administration consider a target closure date of December 2006.

We are encouraged by the strong partnerships that have developed with Bay Area regional centers, the Department of Developmental Services, Agnews Developmental Center, and many others as a result of this effort. We look forward to working with the Department to ensure a successful closure that improves the lives and ensures the well being of every resident of Agnews Developmental Center."

Golden Gate Regional Center

Golden Gate Regional Center is one of three Bay Area regional centers that have consumers residing at Agnews. Jim Shorter, Executive Director, provided testimony at the public hearing on December 13, 2003. In his testimony, Mr. Shorter stated that:

"Golden Gate Regional Center supports the process for developing alternative living options for people currently residing at Agnews Developmental Center as reflected in recommendations of the Bay Area Project Planning Teams. Golden Gate Regional Center's Executive Director and staff are members of the Advisory Committee and members of several planning teams. The Bay Area Planning Team process was inclusive, open, and thoughtful drawing on a broad base of stakeholders representing consumers and their families, Agnews' employees, regional centers, advocates, and service providers. The process brought forth

recommendations aimed to ensure that each consumer residing at Agnews has the opportunity to have a choice of an array of community options that will meet their individual needs."

Mr. Shorter vowed that:

" . . . the regional center will continue to focus its efforts on moving consumers into the community and will find or develop quality services that meet the consumers' individual needs."

Mr. Shorter further advised the State not to consider closure of Agnews based solely upon financial considerations but rather based upon the values and principles contained in the Lanterman Developmental Disabilities Services Act. In an effort to meet the needs of current Agnews' residents, consistent with these values (should the Legislature approve closure), Mr. Shorter emphasized that regional centers will need sufficient funding to expand community options in the Bay Area where costs are uncharacteristically high. In addition, he stated that the July 2005, closure date as proposed in the Governor's 2003-2004 budget, does not allow ample time for the development of an array of living arrangements and services that need to be in place prior to consumers moving into the community. It is anticipated that it would take an additional two to three years after the decision to close Agnews is made to have the resources developed to meet the consumer needs as identified in their IPP.

Mr. Shorter further commented as the State considers the closure of developmental centers, the planning process needs to ensure that consumers are provided continuity of services. Agnews' employees represent a significant resource that is an essential to ensuring the smooth transition of, and ongoing services to, consumers moving from Agnews into the community. Their continued service to persons with developmental disabilities will provide a safety net for those consumers with significant issues that at times far exceed the challenges that can be addressed by community service providers.

Mr. Shorter further emphasized that consumers and their families will find that the community provides stable living arrangements along with services and supports that are innovative and provide opportunities to experience a quality life integrated into their home communities.

VIII. MAJOR IMPLEMENTATION STEPS AND TIME LINES

| ACTIVITY | DATES |
|---|-------------------------------|
| Governor's Budget released directing the Department of Developmental Services (Department) to develop a plan for the proposed closure of Agnews Developmental Center (Agnews) by July 2005. | January 10, 2003 |
| Establish the Bay Area Project Steering Committee. | January 2003 |
| Begin Deflection of admissions from Agnews. | January 2003 |
| Begin Steering Committee meetings. | February 2003 |
| Establish Agnews' proposed closure Advisory Committee. | January 2003 |
| Begin Agnews' proposed closure Advisory Committee meetings. | February 22, 2003 |
| Initial meetings with local officials/legislators/other groups. | February 2003 -September 2003 |
| Initiate futures planning team process for Agnews' residents to identify service needs, preferences, and priorities. | March 2003 -September 2003 |
| Establish Bay Area Project planning teams to solicit input on the Agnews Closure Plan. | March 2003 |
| Provide assistance to Agnews' employees with the transition by providing information, training, job fairs, and employment opportunities. | March 2003 – June 2007 |
| Establish the Unified Community Placement Plan (Unified Plan). | July 2003 |
| Initiate transition planning processes including IPP, transition conference, and vendor evaluations as determined by the Unified Plan. | July 2003 – March 2007 |
| Pre-placement visits for Agnews' consumers. | July 2003 – June 2007 |
| Community placements of consumers from Agnews. | July 2003 – June 2007 |
| Receive Centers for Medicare & Medicaid Services' (CMS) Grant Award for Bay Area Quality Enhancement Initiative. | October 2003 |
| Develop Quality Assurance performance expectations, indicators, and measures that are consistent with CMS Grant period. | October 2003 -September 2006 |
| Analyze existing satisfaction measures and develop measures appropriate for California that are consistent with CMS Grant period. | October 2003 - September 2006 |
| Bay Area Project planning teams submit final reports to Advisory Committee. | November 2003 |
| Public Hearing on the proposed closure of Agnews. | December 13, 2003 |
| Letter to Legislators and Other Interested Parties announcing postponement of Agnews Closure to July 2006. | April 1, 2004 |
| Submission of the Agnews Closure Plan to the Legislature. | January 2005 |
| Development of housing for Agnews' consumers, pursuant to 2100. AB | January 2005 – December 2008 |
| Notify employee organizations of the Department's intent to close Agnews. | February 2005 – March 2007 |

| ACTIVITY | DATES |
|---|-----------------------|
| Legislative Budget Hearings/Testimony. | April 2005 |
| Local level development and implementation of structure and process for Agnews' closure. | July 2005 |
| Recruit and train Agnews' employees for community service, including personnel and collective bargaining issues. | July 2005 – June 2006 |
| Agnews' employees (up to 200) deployed in the community. | July 2005 – June 2009 |
| Plan for the deployment of state employees to determine numbers and types of state employees who will be needed and for what functions. | September 2005 |
| Post-closure clean-up activities at Agnews. | July 2007 |
| Official closure of Agnews. | July 2007 |
| Warm shutdown of Agnews. | July 2007-June 2008 |

IX. INPUT RECEIVED ON THE PLAN

INPUT FROM AGENCIES/INDIVIDUALS

As was described in Chapter III on the planning process, numerous steps were taken to obtain input from stakeholders and other interested parties. Lists of participants on the Bay Area Advisory Committee and the six planning committees are presented in Attachments 2 and 3.

Meetings were held with the management of the cities and counties that relate to Agnews. These meetings were designed to provide information about the potential closure of Agnews and about the planning process that was being used to answer questions and allay any concerns these governmental entities might have, and to obtain their input on various aspects of the Agnews Closure Plan. Attachment 10 lists the key meetings that were held with governmental entities.

Meetings to Discuss the Bay Area Project

Numerous meetings were held with the Advisory Committee members, families of persons living at Agnews, Agnews' employees, and others. For example:

- **May Forum:** The Bay Area Project Advisory Committee met on May 22, 2003, to review the progress of each of the work groups. The meeting was well attended with about 100 spectators in attendance, along with the Chairperson of each team and a variety of members. Each Chairperson presented the progress of their team, updating the Advisory Committee on membership, work plans and projected timelines for completion. This meeting provided an opportunity for the Advisory Committee members as well as others present to ask questions regarding each presentation and to share concerns and ideas. Representatives from local media were also in attendance and began developing a story regarding the proposed closure.
- **Parent Panel:** On Tuesday, August 19, 2003, a parent panel was sponsored at Agnews. This meeting was designed to facilitate comments, concerns and thoughts about community placement from many of the parents and family members who have relatives residing at Agnews. The meeting format allowed the larger group to break into four smaller groups, all of who shared their stories and provided important information to the planning process. In each group, notes were taken, transcribed, and mailed out to each participant. From this meeting came a list of ideas, recommendations, and concerns regarding the possible closure of Agnews. These ideas were forwarded to the Community Development Team.
- **Employee Meetings:** Town Hall meetings are held on a regular basis at Agnews. During the course of the Bay Area Project planning teams' process there were a number of Town Hall meetings in an effort to keep employees apprised of the current status of the planning teams, update employees regarding other issues relevant to Agnews and to allow for questions and answers from employees. These meetings were held on a quarterly and as-needed basis and were critical to the process of dispelling rumors.

Media Attention, Government Officials

The Communications Team, as part of the Bay Area Project, has been an important component of the planning process. Their ability to assess the informational needs of the project and to establish systems to collect and disseminate information have been vital to keeping everyone informed. The “New Beginnings” newsletter, established within the first months of the project, has given employees, families, residents and others a source of current information and updates on each planning team’s progress. The newsletter also gave facts to dispel the rumors that would crop up during the planning process.

Members of the Communications Team were also involved in giving tours of the facility. As more attention was given to the Bay Area Project’s plan for closure, the media, legislative staff, and other interested individuals wanted to meet or see the facility and get a perspective on the complexities of the developing proposal. Following is a listing of participants:

- Senator Wesley Chesbro
- Peggy Collins, Consultant, Joint Legislative Budget Committee
- Assemblymember Lois Wolk
- John Boisa, Consultant, Assembly Human Services Committee
- Mary Jane Casper representing Senator Liz Figueroa
- Kathryn Nation representing Senator Bruce McPherson
- Paula Rockstroh representing Senator Byron Sher
- Jim Weston representing Senator John Vasconcellos
- Margo Rosen representing Senator Jackie Speier
- Angelica Delgado representing Assemblymember Manny Diaz
- Assemblymember John Laird
- Michelle Lew representing Assemblymember Joseph S. Simitian
- Mary Ader, Consultant, Assembly Appropriations Committee
- Michael Dimmitt, Budget Consultant, Democratic Fiscal Committee
- Scott Carney, Assistant Program Budget Manager, Department of Finance
- Amanda Martin, Finance Budget Analyst, Department of Finance
- Shawn Martin, Fiscal and Policy Analyst, Legislative Analyst’s Office
- Eileen Cubanski, Assistant Secretary Health and Human Services Agency
- Jody McCoy, Principal Program Budget Analyst, Department of Finance
- Stan Bajorin, Finance Budget Analyst, Department of Finance
- Department of Social Services, Community Care Licensing
- San Jose Mercury News and Oakland Tribune
- San Jose Commission on People with Disabilities
- Representatives from the Department of Health Services
- Representatives from the Department of Social Services

In addition, the Communications Team made contact with city and county officials and local newspaper, radio, and TV reporters. The media was represented at the public meetings and public hearings, and had extensive contacts with relatives of residents of Agnews. In addition, employees and other interested individuals were interviewed for their opinions on the potential plan for closure. KPIX, KRON and KNTV also filmed on campus in relationship to stories they were developing on the impact the closure would have on the residents who live at Agnews and the families who remain involved in their lives. Local government officials and media contacts include:

- **Local Officials**

- The City of Milpitas Thomas Wilson, City Manager
- The City of San Jose Linda J. LeZotte, City Council Member
- The City of Santa Clara John L. McLemore, City Council Member
- The County of Santa Clara James T. Beall, Jr. Santa Clara County Board of Supervisors

- **Media Contacts**

| Print News | Television | Radio Stations |
|-----------------------|------------|----------------|
| San Jose Mercury News | KGO | KGO |
| Oakland Tribune | KICU | KLIV |
| Contra Costa Times | KNTV | KCBS |
| | KPIZ | KARA |
| | KRON | KQED |

Input from Public Hearing

Welfare and Institutions Code, section 4474.1 (e) requires: "Prior to the submission of the plan to the Legislature, the department shall hold at least one public hearing in the community in which the developmental center is located, with public comment from that hearing summarized in the plan."

The Department conducted a public hearing on the proposed closure of Agnews on Saturday, December 13, 2003, from 10:30 a.m. to 3:30 p.m. at Agnews' Multi-Purpose Building.

Summary of Public Hearing

There were 210 participants who attended and signed-in at the public hearing. There were approximately 50 more attendees who chose not to sign-in. The people attending represented current and former residents of Agnews, family members, advocates, union representatives, Agnews' employees, regional center representatives, State Council on Developmental Disabilities, and regional area boards, legislative staff, service providers, the general public, and local media.

There were 67 persons who requested to present verbal testimony. All persons registered were given the opportunity to speak; 61 testified. Of these, 15 (25 percent) supported closure of Agnews; 42 (68 percent) opposed closure of Agnews; 4 (7 percent) stated no position. Of the persons who testified, 13 (22 percent) supported the recommendations of the Bay Area Project; 21 (34 percent) supported the KOFT proposal; and 27 (44 percent) stated no preference for either the Bay Area

Project proposal or the KOFT proposal. There were numerous elements identified that were considered essential, in the event of closure, for a successful transition of Agnews' residents to the community:

- Assure stable living arrangements;
- Provide adequate funding for housing, services and supports;
- Ensure time to assess individual needs;
- Design and implement transition plans to ensure a successful transition;
- Ensure continuity of services by maintaining the expertise of Agnews' employees to transition Agnews' residents to the community;
- Ensure that state employees provide ongoing services to persons with developmental disabilities;
- Expand the range of services options available to residents moving to the community; and
- Extend the timelines in the event of a closure to ensure that appropriate and quality living arrangements, services, and supports are available in the close proximity to Agnews.

The input from the public throughout the stakeholder process as well as the public hearing was critical to the development of this plan.

Other Public Input

The public was also invited to provide comment on the October 2003 proposal submitted by KOFT offering an alternative solution for the closure of Agnews. Subsequent to the October proposal, KOFT and Elwyn, Inc. (Elwyn) submitted a revised proposal April 2004, with a final proposal "Project SHARE" submitted June 2004 (see Attachment 12).

The Department has reviewed and met with the representatives of KOFT and representatives of Elwyn regarding their proposal entitled "Project SHARE." In the meeting with representatives of KOFT and Elwyn the Department clearly indicated that it would not support their proposal as it centered on the creation of a large residential facility. The Department further indicated that it would not support a direct contract for services with the Department, and that the existing process of community development via CPP and the regional centers would be utilized. The Department did indicate that there were some components of the proposal, such as the development of medical and dental services for individuals who reside in the community that may well be needed and encouraged KOFT and Elwyn to participate with the regional centers in the community-based process that will be used to develop these services.

KOFT responded to the Department's concerns with a revised concept in November 2004. The Department and the regional centers will continue a planning process that is inclusive and that is responsive to the needs of the consumers and the interests of their families. We will continue our dialogue with KOFT to assure that they have an opportunity to participate in the regional centers' resource development efforts within the parameters established in this plan.

X. FISCAL IMPACT

This chapter includes preliminary estimates related to the closure of Agnews. These preliminary figures will be updated through the normal budget development process for FY 2005-2006 and FY 2006-2007, as information that is more detailed is known regarding the specific needs of each consumer and the resource development required to meet those needs.

The preliminary estimates are consistent with the November 2004 projections on which the January 2005-06 Governor's budget is based. The Department believes these estimates give a reasonable fiscal picture of the additional funds needed to close the Agnews. Although the closure will require a different approach to resource development, the preliminary estimates are consistent with the Department's experience with the closures of Stockton and Camarillo. In those efforts, additional funds were needed to affect the closure, however the ongoing savings offset these upfront costs.

Included in this chapter are three summary charts, along with supporting documentation, that delineates the costs required to close Agnews.

CHART 1—Net Impact to the Budget by Fiscal Year

The first chart (page 45) summarizes the fiscal impact to the developmental center and regional center budgets by issue beginning in FY 2004-2005 through FY 2009-2010. The change to the budgets from each prior fiscal year is displayed at the end of the chart.

CHART 2—Change from Prior Fiscal Year

The second chart (page 46) displays the net funding change by issue for each fiscal year and provides detail for the change to the budgets from each prior year as displayed at the end of the first chart. The change indicates the net fiscal impact which accounts for the funding needed to place consumers into the community offset by the one-time start-up funds needed to develop community resources, as well as one-time funding for developmental center closure activities and the savings to be realized once the facility is closed. For example, the Legislature-approved \$11.1 million for development of community placements (included in Issue 11—Community Placement Plan) becomes part of the base funding in FY 2004-2005. However, due to its one-time nature, the funding is eliminated in FY 2005-2006 which then offsets the increased community placement costs in that year.

CHART 3—Cost Analysis: Continue Agnews Developmental Center Operations vs. Close Agnews Developmental Center

The third chart (page 47) summarizes the funding that would be needed to keep Agnews open, as compared to the costs related to closing the facility. As indicated in the supporting documentation, additional funding would be needed to address structural issues if the facility were to remain open. The cost summary related to closing the facility is consistent with the cost detail provided in the first chart.

From a fiscal perspective, the three charts indicate that the long-term costs related to placing people into the community are more than offset by the long-term savings related to closing the facility.

FISCAL CONSIDERATIONS

The following issues should be considered when reviewing the fiscal analysis:

- Revenues or costs associated with the eventual sale/lease of the land after Agnews' closure have not been included. DGS is the lead agency in facilitating future use of the Agnews campus. It is assumed decisions related to the future use of the Agnews campus would take into account the agreement for the Cogeneration Plant as referenced on page 30 of this Plan.
- The fiscal analysis does not consider the benefit of assets generated through the purchase/lease/donate model presented in this Plan.
- The fiscal analysis does not include the ICF costs for residents transitioned from Agnews into ICFs. These costs are funded through the DHS. The fiscal analysis does include the regional center costs for day programs, transportation, and ancillary services for the residents transitioned into the ICFs. These costs are currently 100 percent General Fund.
- The actual scope of the Department and DHS responsibilities occurring due to implementation of the special health care facilities is unknown until the legislation is finalized. Therefore, the fiscal analysis does not reflect additional resources to address the possibility of increased workload.
- The cost of developing specialized housing for a portion of residents moving from Agnews is not reflected in this plan but in the Community Placement Plan portion of the Department's budget for Fiscal Year 2005-06.
- The housing costs are not final and are subject to variation based on factors such as: unique needs of the individual, whether the housing is new construction or existing housing stock, type of financing, and location of the property. Housing costs will be updated once the specific housing needs of residents moving from Agnews have been identified.
- The fiscal analysis does not consider the potential loss of federal funding due to decertification that may result from the time needed to complete the necessary infrastructure improvements specific to meeting Fire, Life, and Safety Standards if the Agnews facility were to remain open. Agnews currently has a waiver in place with the State Fire Marshall in concurrence with DHS and the CMS to maintain certification and licensure. The waiver was granted with the agreement that the facility was to close in 2005, and a 24-hour fire watch would be maintained with additional staffing. The longer the facility remains open the higher the risk is for certification and licensure loss due to lack of action regarding the infrastructure improvements.
- The fiscal analysis accounts for the current recruitment and retention funds paid to Agnews employees, but does not account for new employee incentives or retention funds related to closure of the facility.
- Employee compensation costs that may be negotiated in future years (which would increase the operational costs of Agnews were it to remain open) are not included in the fiscal analysis. Given that 85 percent of the operating costs of a facility are

associated with staffing costs, any increase in employee compensation would have a significant fiscal impact. For example, a five percent general salary increase for Agnews employees would drive the staffing costs to increase by more than \$3 million annually. This is without consideration to negotiated increases for other staff benefits. These operational costs have an overall effect on the annual average cost per consumer. Agnews' annual average cost per consumer is currently the highest in the developmental center system. As the operating costs continue to increase and the population declines, this annual average will increase commensurately. Previous analyses have indicated when the population of a facility drops below 300 residents, the costs of operating the facility become prohibitive.

- The fiscal analysis does not include the workers' compensation costs that are carried beyond the closure of a facility. These costs will be considered during the developmental center estimate process.

COST ANALYSIS

The cost analysis compares the costs to continue Agnews' operations including the costs for capital improvements that would be needed to make the facility compliant with Fire, Life, and Safety Standards as well as the Americans with Disabilities Act standards, with the costs to close Agnews, including the fiscal impact to the regional center system to transition and provide services and supports to residents in the community.

- **Continue Agnews Operations:** Agnews will remain open indefinitely and all required capital improvements and repairs to bring the aging building and infrastructure into compliance with federal regulations and state licensing requirements will be completed. The resident population will be maintained at not less than 250 residents by FY 2006-2007.
- **Closure of Agnews:** The plan is written assuming the Department will move all residents out of Agnews by June 30, 2007, and that the facility will then be closed. The closure of Agnews will avoid the capital improvement costs that would be needed to keep the facility open.

ASSUMPTIONS

The fiscal analysis for the Agnews Closure Plan was prepared utilizing a number of general assumptions for development of the fiscal display. The data are preliminary and subject to further development and review as the specific needs of the individuals and the resources required in the community are developed. The following are general assumptions impacting the development of the fiscal detail including the cost analysis:

- **Population/DC Placement:** Of the 376 residents at Agnews as of June 30, 2004, it is estimated that 326, or more than 85 percent, will be transitioned into the community through innovative housing development and the use of existing Agnews staffing resources. The remaining 50 residents will be transferred to other developmental centers, as determined by individual assessment and family preference. The majority of residents are likely to move to Sonoma. In review of the attached fiscal synopsis for the plan to close Agnews, it should be noted that the projection methodology assumes 10 deaths per year.

- **Unified Community Placement Plan:** The existing policy to incorporate the individual placements in the regional center estimate will continue as part of the normal budget development process. This estimate includes start-up costs, placements, state staffing costs, and unified operations costs.
- **Funding Sources:** Estimates by fund source related to Agnews' expenditures need to be developed using the existing General Fund/reimbursement split. It is estimated that most of the Agnews residents would qualify for the HCBS Waiver, thereby allowing federal reimbursement for waiver-eligible services while living in the community. The expenditures and/or savings associated with waiver-eligible residents are reflected in the estimated regional center costs.
- **State Employees in the Community:** The use of state employees in the community is integral to the successful placement of the Agnews residents. The fiscal analysis assumes 200 state employees currently working at Agnews will provide services and supports to Agnews' residents that have been placed into the community. Funding for the state employees will be reimbursed by the regional centers.

DEPARTMENT OF DEVELOPMENTAL SERVICES
Plan to Close Agnews Developmental Center

NET IMPACT TO THE BUDGET BY FISCAL YEAR

| | FY 2004-05 | FY 2005-06 | FY 2006-07 | FY 2007-08 | FY 2008-09 | FY 2009-10 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| FISCAL IMPACT BY ISSUE | | | | | | |
| Developmental Centers | | | | | | |
| Issue # 1 Agnews Budget Base | \$100,214,000 | \$91,142,000 | \$78,542,000 | \$0 | \$0 | \$0 |
| Issue # 2 Placements Into the Community | -3,591,000 | -12,865,000 | -15,057,000 | -9,387,000 | 0 | 0 |
| Issue # 3 Resident Transfers to Other DCs | 0 | 0 | -2,150,000 | 0 | 0 | 0 |
| Issue # 4 State Staff in the Community | 0 | 0 | 0 | 18,042,000 | 18,042,000 | 0 |
| Issue # 5 Administrative Staff for Closure | 0 | 0 | 0 | 440,000 | 0 | 0 |
| Issue # 6 Warm Shut Down | 0 | 0 | 0 | 4,348,000 | 0 | 0 |
| Issue # 7 Foster Grandparent/Senior Companion Program | 0 | 0 | 0 | -399,000 | 0 | 0 |
| Issue # 8 Staff Support Costs | 0 | 509,000 | 6,567,000 | 163,000 | 0 | 0 |
| Issue # 9 Facility Preparation | 0 | 0 | 400,000 | 0 | 0 | 0 |
| Issue # 10 Client Relocation Costs | 0 | 0 | 525,000 | 0 | 0 | 0 |
| Issue # 11 Regional Resource Development Projects | 0 | 0 | 0 | 937,000 | 937,000 | 937,000 |
| Sub-Total, Developmental Centers | \$96,623,000 | \$78,786,000 | \$68,827,000 | \$14,144,000 | \$18,979,000 | \$937,000 |
| <i>General Fund</i> | <i>51,038,000</i> | <i>39,554,000</i> | <i>34,563,000</i> | <i>256,000</i> | <i>549,000</i> | <i>549,000</i> |
| <i>Other</i> | <i>45,585,000</i> | <i>39,232,000</i> | <i>34,264,000</i> | <i>13,888,000</i> | <i>18,430,000</i> | <i>388,000</i> |
| Regional Centers | | | | | | |
| Issue # 12 Community Placement Plan | \$27,798,000 | \$25,516,000 | \$32,438,000 | \$0 | \$0 | \$0 |
| Issue # 13 Placement Continuation | 5,279,000 | 13,667,000 | 27,274,000 | 60,170,000 | 60,243,000 | 60,190,000 |
| Issue # 14 Consultant Services | 0 | 280,000 | 280,000 | 90,000 | 90,000 | 90,000 |
| Issue # 15 Foster Grandparent/Senior Companion Program | 0 | 0 | 0 | 429,000 | 429,000 | 429,000 |
| Issue # 16 Evaluation of Licensing Pilots | 0 | 250,000 | 250,000 | 250,000 | 0 | 0 |
| Sub-Total, Regional Centers | \$33,077,000 | \$39,713,000 | \$60,242,000 | \$60,939,000 | \$60,762,000 | \$60,709,000 |
| <i>General Fund</i> | <i>29,667,000</i> | <i>31,025,000</i> | <i>40,532,000</i> | <i>40,028,000</i> | <i>39,816,000</i> | <i>39,788,000</i> |
| <i>Other</i> | <i>3,410,000</i> | <i>8,688,000</i> | <i>19,710,000</i> | <i>20,911,000</i> | <i>20,946,000</i> | <i>20,921,000</i> |
| GRAND TOTAL | \$129,700,000 | \$118,499,000 | \$129,069,000 | \$75,083,000 | \$79,741,000 | \$61,646,000 |
| (Please see pages 50 - 52 for detail.) | | | | | | |
| <i>General Fund</i> | <i>80,705,000</i> | <i>70,579,000</i> | <i>75,095,000</i> | <i>40,284,000</i> | <i>40,365,000</i> | <i>40,337,000</i> |
| <i>Other</i> | <i>48,995,000</i> | <i>47,920,000</i> | <i>53,974,000</i> | <i>34,799,000</i> | <i>39,376,000</i> | <i>21,309,000</i> |

| | | | | | | |
|--|---------------------|----------------------|---------------------|----------------------|--------------------|----------------------|
| CHANGE FROM PRIOR FISCAL YEAR | | | | | | |
| (Please see page 46 for detail on change from prior year.) | | | | | | |
| GRAND TOTAL¹ | Total | -\$11,201,000 | \$10,570,000 | -\$53,986,000 | \$4,658,000 | -\$18,095,000 |
| | <i>General Fund</i> | <i>-10,126,000</i> | <i>4,516,000</i> | <i>-34,811,000</i> | <i>81,000</i> | <i>-28,000</i> |
| | <i>Other</i> | <i>-1,075,000</i> | <i>6,054,000</i> | <i>-19,175,000</i> | <i>4,577,000</i> | <i>-18,067,000</i> |
| Developmental Centers | Total | -\$17,837,000 | -\$9,959,000 | -\$54,683,000 | \$4,835,000 | -\$18,042,000 |
| | <i>General Fund</i> | <i>-11,484,000</i> | <i>-4,991,000</i> | <i>-34,307,000</i> | <i>293,000</i> | <i>0</i> |
| | <i>Other</i> | <i>-6,353,000</i> | <i>-4,968,000</i> | <i>-20,376,000</i> | <i>4,542,000</i> | <i>-18,042,000</i> |
| Regional Centers | Total | \$6,636,000 | \$20,529,000 | \$697,000 | -\$177,000 | -\$53,000 |
| | <i>General Fund</i> | <i>1,358,000</i> | <i>9,507,000</i> | <i>-504,000</i> | <i>-212,000</i> | <i>-28,000</i> |
| | <i>Other</i> | <i>5,278,000</i> | <i>11,022,000</i> | <i>1,201,000</i> | <i>35,000</i> | <i>-25,000</i> |

1. The future savings associated with the closure of Agnews does not reflect revenues the State may receive resulting from the sale of the Agnews land once closure is completed. In the event that no alternative use can be identified for the existing Cogeneration plant, the revenues would be offset by the costs of the Cogeneration buyout.

DEPARTMENT OF DEVELOPMENTAL SERVICES
Plan to Close Agnews Developmental Center

CHANGE FROM PRIOR FISCAL YEAR

| | FY 2004-05 | FY 2005-06 | FY 2006-07 | FY 2007-08 | FY 2008-09 | FY 2009-10 |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <u>FISCAL IMPACT BY ISSUE</u> | | | | | | |
| <u>Developmental Centers</u> | | | | | | |
| Issue # 1 Agnews Budget Base | \$100,214,000 | -\$9,072,000 | -\$12,600,000 | -\$78,542,000 | \$0 | \$0 |
| Issue # 2 Placements Into the Community | -3,591,000 | -9,274,000 | -2,192,000 | 5,670,000 | 9,387,000 | 0 |
| Issue # 3 Resident Transfers to Other DCs | 0 | 0 | -2,150,000 | 2,150,000 | 0 | 0 |
| Issue # 4 State Staff in the Community | 0 | 0 | 0 | 18,042,000 | 0 | -18,042,000 |
| Issue # 5 Administrative Staff for Closure | 0 | 0 | 0 | 440,000 | -440,000 | 0 |
| Issue # 6 Warm Shut Down | 0 | 0 | 0 | 4,348,000 | -4,348,000 | 0 |
| Issue # 7 Foster Grandparent/Senior Companion Program | 0 | 0 | 0 | -399,000 | 399,000 | 0 |
| Issue # 8 Staff Support Costs | 0 | 509,000 | 6,058,000 | -6,404,000 | -163,000 | 0 |
| Issue # 9 Facility Preparation | 0 | 0 | 400,000 | -400,000 | 0 | 0 |
| Issue # 10 Client Relocation Costs | 0 | 0 | 525,000 | -525,000 | 0 | 0 |
| Issue # 11 Regional Resource Development Projects | 0 | 0 | 0 | 937,000 | 0 | 0 |
| Sub-Total, Developmental Centers | \$96,623,000 | -\$17,837,000 | -\$9,959,000 | -\$54,683,000 | \$4,835,000 | -\$18,042,000 |
| <i>General Fund</i> | <i>51,038,000</i> | <i>-11,484,000</i> | <i>-4,991,000</i> | <i>-34,307,000</i> | <i>293,000</i> | <i>0</i> |
| <i>Other</i> | <i>45,585,000</i> | <i>-6,353,000</i> | <i>-4,968,000</i> | <i>-20,376,000</i> | <i>4,542,000</i> | <i>-18,042,000</i> |
| <u>Regional Centers</u> | | | | | | |
| Issue # 12 Community Placement Plan | \$27,798,000 | -\$2,282,000 | \$6,922,000 | -\$32,438,000 | \$0 | \$0 |
| Issue # 13 Placement Continuation | 5,279,000 | 8,388,000 | \$13,607,000 | \$32,896,000 | \$73,000 | -\$53,000 |
| Issue # 14 Consultant Services | 0 | 280,000 | 0 | -190,000 | 0 | 0 |
| Issue # 15 Foster Grandparent/Senior Companion Program | 0 | 0 | 0 | 429,000 | 0 | 0 |
| Issue # 16 Evaluation of Licensing Pilots | 0 | 250,000 | 0 | 0 | -250,000 | 0 |
| Sub-Total, Regional Centers | \$33,077,000 | \$6,636,000 | \$20,529,000 | \$697,000 | -\$177,000 | -\$53,000 |
| <i>General Fund</i> | <i>29,667,000</i> | <i>1,358,000</i> | <i>9,507,000</i> | <i>-504,000</i> | <i>-212,000</i> | <i>-28,000</i> |
| <i>Other</i> | <i>3,410,000</i> | <i>5,278,000</i> | <i>11,022,000</i> | <i>1,201,000</i> | <i>35,000</i> | <i>-25,000</i> |
| GRAND TOTAL | Total | -\$11,201,000 | \$10,570,000 | -\$53,986,000 | \$4,658,000 | -\$18,095,000 |
| <i>General Fund</i> | <i>\$80,705,000</i> | <i>-\$10,126,000</i> | <i>\$4,516,000</i> | <i>-\$34,811,000</i> | <i>\$81,000</i> | <i>-\$28,000</i> |
| <i>Other</i> | <i>\$48,995,000</i> | <i>-\$1,075,000</i> | <i>\$6,054,000</i> | <i>-\$19,175,000</i> | <i>\$4,577,000</i> | <i>-\$18,067,000</i> |

DEPARTMENT OF DEVELOPMENTAL SERVICES
Plan To Close Agnews Developmental Center

COST ANALYSIS: CONTINUE AGNEWS DEVELOPMENTAL CENTER OPERATIONS
vs. CLOSE AGNEWS DEVELOPMENTAL CENTER

| | | FY 2004-05 | FY 2005-06 | FY 2006-07 | FY 2007-08 | FY 2008-09 | FY 2009-10 |
|---|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Costs to Continue Agnews Developmental Center Operations | | | | | | | |
| GRAND TOTAL | Total | \$133,921,000 | \$112,228,000 | \$114,118,000 | \$105,970,000 | \$133,002,000 | \$105,682,000 |
| (Please see pages 48 - 49 for detail.) | General Fund | 83,851,000 | 65,331,000 | 69,752,000 | 62,597,000 | 89,423,000 | 61,929,000 |
| | Other | 50,070,000 | 46,897,000 | 44,366,000 | 43,373,000 | 43,579,000 | 43,753,000 |
| | PYs | 1173.0 | 964.0 | 842.3 | 779.9 | 779.9 | 779.9 |
| | Population | 376 | 309 | 270 | 250 | 250 | 250 |
| | Placements | 57 | 29 | 10 | 10 | 10 | 10 |
| | Prior Year Placements | 49 | 57 | 29 | 10 | 10 | 10 |
| Developmental Centers | Total | \$100,844,000 | \$92,402,000 | \$96,720,000 | \$87,447,000 | \$113,348,000 | \$84,968,000 |
| | General Fund | 52,923,000 | 48,493,000 | 55,146,000 | 47,070,000 | 72,971,000 | 44,591,000 |
| | Other | 47,921,000 | 43,909,000 | 41,574,000 | 40,377,000 | 40,377,000 | 40,377,000 |
| | PYs | 1,173 | 964 | 842 | 780 | 780 | 780 |
| | Population | 376.0 | 309.0 | 270.0 | 250.0 | 250.0 | 250.0 |
| Regional Centers | Total | \$33,077,000 | \$19,826,000 | \$17,398,000 | \$18,523,000 | \$19,654,000 | \$20,714,000 |
| | General Fund | 30,928,000 | 16,838,000 | 14,606,000 | 15,527,000 | 16,452,000 | 17,338,000 |
| | Other | 2,149,000 | 2,988,000 | 2,792,000 | 2,996,000 | 3,202,000 | 3,376,000 |
| | Placements | 57 | 29 | 10 | 10 | 10 | 10 |
| | Prior Year Placements | 49 | 57 | 29 | 10 | 10 | 10 |
| Costs to Close Agnews Developmental Center | | | | | | | |
| GRAND TOTAL | Total | \$129,700,000 | \$118,499,000 | \$129,069,000 | \$75,083,000 | \$79,741,000 | \$61,646,000 |
| (Please see pages 50 - 52 for detail.) | General Fund | 80,705,000 | 70,579,000 | 75,095,000 | 40,284,000 | 40,365,000 | 40,337,000 |
| | Other | 48,995,000 | 47,920,000 | 53,974,000 | 34,799,000 | 39,376,000 | 21,309,000 |
| | PYs | 1,173.0 | 830.0 | 702.0 | 256.0 | 212.0 | 12.0 |
| | Population | 309 | 209 | 60 | 0 | 0 | 0 |
| | Placements | 57 | 90 | 149 | 0 | 0 | 0 |
| | Prior Year Placements | 49 | 57 | 90 | 149 | 0 | 0 |
| Developmental Centers | Total | \$96,623,000 | \$78,786,000 | \$68,827,000 | \$14,144,000 | \$18,979,000 | \$937,000 |
| | General Fund | 51,038,000 | 39,554,000 | 34,563,000 | 256,000 | 549,000 | 549,000 |
| | Other | 45,585,000 | 39,232,000 | 34,264,000 | 13,888,000 | 18,430,000 | 388,000 |
| | PYs | 1,173 | 830 | 702 | 256 | 212 | 12 |
| | Population | 309.0 | 209.0 | 60.0 | 0.0 | 0.0 | 0.0 |
| Regional Centers | Total | \$33,077,000 | \$39,713,000 | \$60,242,000 | \$60,939,000 | \$60,762,000 | \$60,709,000 |
| | General Fund | 29,667,000 | 31,025,000 | 40,532,000 | 40,028,000 | 39,816,000 | 39,788,000 |
| | Other | 3,410,000 | 8,688,000 | 19,710,000 | 20,911,000 | 20,946,000 | 20,921,000 |
| | Placements | 57 | 90 | 149 | 0 | 0 | 0 |
| | Prior Year Placements | 49 | 57 | 90 | 149 | 0 | 0 |
| Difference | | | | | | | |
| GRAND TOTAL | Total | -\$4,221,000 | \$6,271,000 | \$14,951,000 | -\$30,887,000 | -\$53,261,000 | -\$44,036,000 |
| | General Fund | -3,146,000 | 5,248,000 | 5,343,000 | -22,313,000 | -49,058,000 | -21,592,000 |
| | Other | -1,075,000 | 1,023,000 | 9,608,000 | -8,574,000 | -4,203,000 | -22,444,000 |
| | PYs | 0.0 | -134.0 | -140.3 | -523.9 | -567.9 | -767.9 |
| | Population | -67 | -100 | -210 | -250 | -250 | -250 |
| | Placements | 0 | 61 | 139 | -10 | -10 | -10 |
| | Prior Year Placements | 0 | 0 | 61 | 139 | -10 | -10 |
| Developmental Centers | Total | -\$4,221,000 | -\$13,616,000 | -\$27,893,000 | -\$73,303,000 | -\$94,369,000 | -\$84,031,000 |
| Regional Centers | Total | \$0 | \$19,887,000 | \$42,844,000 | \$42,416,000 | \$41,108,000 | \$39,995,000 |

DEPARTMENT OF DEVELOPMENTAL SERVICES
Plan To Close Agnews Developmental Center

COSTS TO CONTINUE AGNEWS DEVELOPMENTAL CENTER OPERATIONS

Fiscal Synopsis

| | | | | FY 2004-05 | FY 2005-06 | FY 2006-07 | FY 2007-08 | FY 2008-09 | FY 2009-10 |
|------------------------------------|---|---------------------|--------------|----------------------|---------------------|---------------------|---------------------|----------------------|---------------------|
| DEVELOPMENTAL CENTERS | | | | | | | | | |
| Issue # 1 | Agnews Budget Base | Total | | 100,844,000 | 92,402,000 | 87,488,000 | 84,968,000 | 84,968,000 | 84,968,000 |
| | Includes the costs related to the base operations of Agnews | <i>General Fund</i> | | 52,923,000 | 48,493,000 | 45,914,000 | 44,591,000 | 44,591,000 | 44,591,000 |
| | including personal services, operating expenses, and equipment costs. | <i>Other</i> | | 47,921,000 | 43,909,000 | 41,574,000 | 40,377,000 | 40,377,000 | 40,377,000 |
| | | PYs | | 1,173 | 964 | 842 | 780 | 780 | 780 |
| | | Population | | 376.0 | 309.0 | 270.0 | 250.0 | 250.0 | 250.0 |
| Issue # 2 | Capital Outlay: Building 54 Upgrades | Total | | \$0 | \$0 | \$4,695,000 | \$580,000 | \$0 | \$0 |
| | Includes completion of the construction phase for the fire, life, and safety improvements that were mandated as a condition of participation for federal certification. | <i>PYs</i> | | | | | | | |
| | | <i>General Fund</i> | | 0 | 0 | 4,695,000 | 580,000 | 0 | 0 |
| | | <i>Other</i> | | 0 | 0 | 0 | 0 | 0 | 0 |
| Issue # 3 | Capital Outlay: Update Kitchen | Total | | \$0 | \$0 | \$528,000 | \$633,000 | \$9,390,000 | \$0 |
| | Includes corrections of deficiencies and improvements in the main kitchen and satellite kitchen. | <i>PYs</i> | | | | | | | |
| | | <i>General Fund</i> | | 0 | 0 | 528,000 | 633,000 | 9,390,000 | 0 |
| | | <i>Other</i> | | 0 | 0 | 0 | 0 | 0 | 0 |
| Issue # 4 | Capital Outlay: Americans with Disabilities Act Improvements | Total | | \$0 | \$0 | \$844,000 | \$1,266,000 | \$18,990,000 | \$0 |
| | Includes facilitywide improvements identified as necessary to meet ADA requirements for access and path of travel. | <i>PYs</i> | | | | | | | |
| | | <i>General Fund</i> | | 0 | 0 | 844,000 | 1,266,000 | 18,990,000 | 0 |
| | | <i>Other</i> | | 0 | 0 | 0 | 0 | 0 | 0 |
| Issue # 5 | Capital Outlay: Infrastructure Repair | Total | | \$0 | \$0 | \$3,165,000 | \$0 | \$0 | \$0 |
| | Includes fire, life, and safety corrections and needed roof, elevator and infrastructure repairs, which have previously been deferred due to pending closure. | <i>PYs</i> | | | | | | | |
| | | <i>General Fund</i> | | 0 | 0 | 3,165,000 | 0 | 0 | 0 |
| | | <i>Other</i> | | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Developmental Centers | | | Total | \$100,844,000 | \$92,402,000 | \$96,720,000 | \$87,447,000 | \$113,348,000 | \$84,968,000 |
| | | <i>General Fund</i> | | 52,923,000 | 48,493,000 | 55,146,000 | 47,070,000 | 72,971,000 | 44,591,000 |
| | | <i>Other</i> | | 47,921,000 | 43,909,000 | 41,574,000 | 40,377,000 | 40,377,000 | 40,377,000 |
| | | PYs | | 1173 | 964 | 842 | 780 | 780 | 780 |
| | | Population | | 376.0 | 309.0 | 270.0 | 250.0 | 250.0 | 250.0 |

DEPARTMENT OF DEVELOPMENTAL SERVICES
Plan To Close Agnews Developmental Center

COSTS TO CONTINUE AGNEWS DEVELOPMENTAL CENTER OPERATIONS

Fiscal Synopsis

| | | | FY 2004-05 | FY 2005-06 | FY 2006-07 | FY 2007-08 | FY 2008-09 | FY 2009-10 |
|--|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| REGIONAL CENTERS | | | | | | | | |
| Issue # 6 | Community Placement Plan | Total | \$3,422,000 | \$1,741,000 | \$600,000 | \$600,000 | \$600,000 | \$600,000 |
| | A) Operations | <i>General Fund</i> | 3,422,000 | 1,741,000 | 600,000 | 600,000 | 600,000 | 600,000 |
| | | <i>Other</i> | 0 | 0 | 0 | 0 | 0 | 0 |
| | B) Purchase of Services | Total | \$24,376,000 | \$6,747,000 | \$2,326,000 | \$2,326,000 | \$2,326,000 | \$2,326,000 |
| | | <i>General Fund</i> | 23,114,000 | 5,640,000 | 1,945,000 | 1,945,000 | 1,945,000 | 1,945,000 |
| | | <i>Other</i> | 1,262,000 | 1,107,000 | 381,000 | 381,000 | 381,000 | 381,000 |
| | Total Community Placement Plan (A+B) | Total | \$27,798,000 | \$8,488,000 | \$2,926,000 | \$2,926,000 | \$2,926,000 | \$2,926,000 |
| | | <i>General Fund</i> | 26,536,000 | 7,381,000 | 2,545,000 | 2,545,000 | 2,545,000 | 2,545,000 |
| | | <i>Other</i> | 1,262,000 | 1,107,000 | 381,000 | 381,000 | 381,000 | 381,000 |
| | | Placements | 57.0 | 29.0 | 10.0 | 10.0 | 10.0 | 10.0 |
| Issue # 7 | Placement Continuation | Total | \$70,000 | \$70,000 | \$121,000 | \$183,000 | \$251,000 | \$248,000 |
| | A) Operations | <i>General Fund</i> | 37,000 | 37,000 | 64,000 | 96,000 | 132,000 | 130,000 |
| | | <i>Other</i> | 33,000 | 33,000 | 57,000 | 87,000 | 119,000 | 118,000 |
| | B) Purchase of Services | Total | \$5,209,000 | \$11,268,000 | \$14,351,000 | \$15,414,000 | \$16,477,000 | \$17,540,000 |
| | | <i>General Fund</i> | 4,355,000 | 9,420,000 | 11,997,000 | 12,886,000 | 13,775,000 | 14,663,000 |
| | | <i>Other</i> | 854,000 | 1,848,000 | 2,354,000 | 2,528,000 | 2,702,000 | 2,877,000 |
| | Total Community Placement Plan (A+B) | Total | \$5,279,000 | \$11,338,000 | \$14,472,000 | \$15,597,000 | \$16,728,000 | \$17,788,000 |
| | | <i>General Fund</i> | 4,392,000 | 9,457,000 | 12,061,000 | 12,982,000 | 13,907,000 | 14,793,000 |
| | | <i>Other</i> | 887,000 | 1,881,000 | 2,411,000 | 2,615,000 | 2,821,000 | 2,995,000 |
| | | PY Placements | 49.0 | 57.0 | 29.0 | 10.0 | 10.0 | 10.0 |
| Total Regional Centers | | | Total | \$33,077,000 | \$19,826,000 | \$17,398,000 | \$18,523,000 | \$19,654,000 |
| | | | <i>General Fund</i> | 30,928,000 | 16,838,000 | 14,606,000 | 15,527,000 | 16,452,000 |
| | | | <i>Other</i> | 2,149,000 | 2,988,000 | 2,792,000 | 2,996,000 | 3,202,000 |
| | | | Placements | 57.0 | 29.0 | 10.0 | 10.0 | 10.0 |
| | | | PY Placements | 49.0 | 57.0 | 29.0 | 10.0 | 10.0 |
| TOTAL: DEVELOPMENTAL CENTERS AND REGIONAL CENTERS | | | | | | | | |
| | | | Total | \$133,921,000 | \$112,228,000 | \$114,118,000 | \$105,970,000 | \$133,002,000 |
| | | | <i>General Fund</i> | 83,851,000 | 65,331,000 | 69,752,000 | 62,597,000 | 89,423,000 |
| | | | <i>Other</i> | 50,070,000 | 46,897,000 | 44,366,000 | 43,373,000 | 43,579,000 |
| | | | PYs | 1173.0 | 964.0 | 842.3 | 779.9 | 779.9 |
| | | | Population | 376.0 | 309.0 | 270.0 | 250.0 | 250.0 |
| | | | Placements | 57.0 | 29.0 | 10.0 | 10.0 | 10.0 |
| | | | PY Placements | 49.0 | 57.0 | 29.0 | 10.0 | 10.0 |

DEPARTMENT OF DEVELOPMENTAL SERVICES
Plan To Close Agnews Developmental Center

COSTS TO CLOSE AGNEWS DEVELOPMENTAL CENTER

FISCAL SYNOPSIS

| | | | | FY 2004-05 | FY 2005-06 | FY 2006-07 | FY 2007-08 | FY 2008-09 | FY 2009-10 |
|------------------------------|---|---------------------|--|----------------------|----------------------|----------------------|---------------------|---------------------|---------------|
| DEVELOPMENTAL CENTERS | | | | | | | | | |
| Issue # 1 | Agnews Budget Base Includes the costs related to the base operations of Agnews including personal services, operating expenses, and equipment costs. | Total | | \$100,214,000 | \$91,142,000 | \$78,542,000 | \$0 | \$0 | \$0 |
| | | <i>General Fund</i> | | <i>52,923,000</i> | <i>48,493,000</i> | <i>41,880,000</i> | <i>0</i> | <i>0</i> | <i>0</i> |
| | | <i>Other</i> | | <i>47,291,000</i> | <i>42,649,000</i> | <i>36,662,000</i> | <i>0</i> | <i>0</i> | <i>0</i> |
| | | PYs | | 1173.0 | 950.0 | 652.0 | 0.0 | 0.0 | 0.0 |
| | | Population | | 366 | 299 | 209 | 0 | 0 | 0 |
| Issue # 2 | Placements Into the Community Includes the savings resulting from the relocation of Agnews residents into the community. | Total | | -\$3,591,000 | -\$12,865,000 | -\$15,057,000 | -\$9,387,000 | \$0 | \$0 |
| | | <i>General Fund</i> | | <i>-1,885,000</i> | <i>-6,753,000</i> | <i>-7,902,000</i> | <i>-4,926,000</i> | <i>0</i> | <i>0</i> |
| | | <i>Other</i> | | <i>-1,706,000</i> | <i>-6,112,000</i> | <i>-7,155,000</i> | <i>-4,461,000</i> | <i>0</i> | <i>0</i> |
| | | PYs | | 0.0 | -170.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | | Population | | -57 | -90 | -149 | 0 | 0 | 0 |
| Issue # 3 | Resident Transfers to Other DCs Includes the savings resulting from the transfer of 50 Agnews residents to other Developmental Centers. | Total | | \$0 | \$0 | -\$2,150,000 | \$0 | \$0 | \$0 |
| | | <i>General Fund</i> | | <i>0</i> | <i>0</i> | <i>-1,147,000</i> | <i>0</i> | <i>0</i> | <i>0</i> |
| | | <i>Other</i> | | <i>0</i> | <i>0</i> | <i>-1,003,000</i> | <i>0</i> | <i>0</i> | <i>0</i> |
| | | PYs | | 0.0 | 0.0 | -50.0 | 0.0 | 0.0 | 0.0 |
| | | Population | | 0 | 0.0 | 0 | 0 | 0 | 0 |
| Issue # 4 | State Staff in the Community Includes costs for state staffed placements, clinical teams, direct care staff, and quality assurance teams. After closure in 2006-07 costs will be transferred to Sonoma. | Total | | \$0 | \$0 | \$0 | \$18,042,000 | \$18,042,000 | \$0 |
| | | <i>General Fund</i> | | <i>0</i> | <i>-2,453,000</i> | <i>-4,837,000</i> | <i>0</i> | <i>0</i> | <i>0</i> |
| | | <i>Other</i> | | <i>0</i> | <i>2,453,000</i> | <i>4,837,000</i> | <i>18,042,000</i> | <i>18,042,000</i> | <i>0</i> |
| | | PYs | | 0.0 | 50.0 | 100.0 | 200.0 | 200.0 | 0.0 |
| | | Population | | 0 | 0 | 0 | 0 | 0 | 0 |
| Issue # 5 | Administrative Staff for Closure Includes the costs of staff needed to ensure records are transferred or stored in a confidential manner, and essential historical documents are chronicled and maintained for approximately 90 days. | Total | | \$0 | \$0 | \$0 | \$440,000 | \$0 | \$0 |
| | | <i>General Fund</i> | | <i>0</i> | <i>0</i> | <i>0</i> | <i>440,000</i> | <i>0</i> | <i>0</i> |
| | | <i>Other</i> | | <i>0</i> | <i>0</i> | <i>0</i> | <i>0</i> | <i>0</i> | <i>0</i> |
| | | PYs | | 0.0 | 0.0 | 0.0 | 20.0 | 0.0 | 0.0 |
| | | Population | | | | | | | |
| Issue # 6 | Warm Shut Down Includes the staff and operating expenses to maintain the Agnews facility, including security, utilities and supplies for approximately one year. | Total | | \$0 | \$0 | \$0 | \$4,348,000 | \$0 | \$0 |
| | | <i>General Fund</i> | | <i>0</i> | <i>0</i> | <i>0</i> | <i>4,348,000</i> | <i>0</i> | <i>0</i> |
| | | <i>Other</i> | | <i>0</i> | <i>0</i> | <i>0</i> | <i>0</i> | <i>0</i> | <i>0</i> |
| | | PYs | | 0.0 | 0.0 | 0.0 | 25.0 | 0.0 | 0.0 |
| | | Population | | | | | | | |
| Issue # 7 | Foster Grandparent/Senior Companion Program Includes savings for the Foster Grandparent and Senior Companion Programs that will be transferred to the regional center system for continuation of services. | Total | | \$0 | \$0 | \$0 | -\$399,000 | \$0 | \$0 |
| | | <i>General Fund</i> | | <i>0</i> | <i>0</i> | <i>0</i> | <i>-318,000</i> | <i>0</i> | <i>0</i> |
| | | <i>Other</i> | | <i>0</i> | <i>0</i> | <i>0</i> | <i>-81,000</i> | <i>0</i> | <i>0</i> |
| | | PYs | | 0.0 | 0.0 | 0.0 | -1.0 | 0.0 | 0.0 |
| | | Population | | | | | | | |

DEPARTMENT OF DEVELOPMENTAL SERVICES
Plan To Close Agnews Developmental Center

COSTS TO CLOSE AGNEWS DEVELOPMENTAL CENTER

FISCAL SYNOPSIS

| | | | FY 2004-05 | FY 2005-06 | FY 2006-07 | FY 2007-08 | FY 2008-09 | FY 2009-10 |
|--------------------------------------|---|--------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Issue # 8 | Staff Support Costs Includes costs for staff transition, staff training, staffing escorts for transportation of clients, etc. | Total | \$0 | \$509,000 | \$6,567,000 | \$163,000 | \$0 | \$0 |
| | | General Fund | 0 | 267,000 | 6,080,000 | 163,000 | 0 | 0 |
| | | Other | 0 | 242,000 | 487,000 | 0 | 0 | 0 |
| | | PYs | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | | Population | | | | | | |
| Issue # 9 | Facility Preparation Includes the costs associated with preparing Sonoma to receive Agnews residents. | Total | \$0 | \$0 | \$400,000 | \$0 | \$0 | \$0 |
| | | General Fund | 0 | 0 | 213,000 | 0 | 0 | 0 |
| | | Other | 0 | 0 | 187,000 | 0 | 0 | 0 |
| | | PYs | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | | Population | | | | | | |
| Issue # 10 | Client Relocation Costs Includes costs associated with relocation of clients, such as moving vans, transportation vehicles, etc. | Total | \$0 | \$0 | \$525,000 | \$0 | \$0 | \$0 |
| | | General Fund | 0 | 0 | 276,000 | 0 | 0 | 0 |
| | | Other | 0 | 0 | 249,000 | 0 | 0 | 0 |
| | | PYs | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | | Population | | | | | | |
| Issue # 11 | Regional Resource Development Projects Includes costs to relocate the RRDP due to Agnews closure. The existing RRDP costs are transferring to Sonoma for administrative purposes. | Total | \$0 | \$0 | \$0 | \$937,000 | \$937,000 | \$937,000 |
| | | General Fund | 0 | 0 | 0 | 549,000 | 549,000 | 549,000 |
| | | Other | 0 | 0 | 0 | 388,000 | 388,000 | 388,000 |
| | | PYs | 0.0 | 0.0 | 0.0 | 12.0 | 12.0 | 12.0 |
| | | Population | | | | | | |
| Total Developmental Centers | | Total | \$96,623,000 | \$78,786,000 | \$68,827,000 | \$14,144,000 | \$18,979,000 | \$937,000 |
| | | General Fund | 51,038,000 | 39,554,000 | 34,563,000 | 256,000 | 549,000 | 549,000 |
| | | Other | 45,585,000 | 39,232,000 | 34,264,000 | 13,888,000 | 18,430,000 | 388,000 |
| | | PYs | 1,173.0 | 830.0 | 702.0 | 256.0 | 212.0 | 12.0 |
| | | Population | 309 | 209 | 60 | 0 | 0 | 0 |
| | | | | | | | | |
| Issue # 12 | Community Placement Plan A) Operations Includes costs for CPP administration, service coordination, and resource development. | Total | \$3,422,000 | \$6,028,000 | \$6,916,000 | \$0 | \$0 | \$0 |
| | | General Fund | 3,422,000 | 5,552,000 | 6,001,000 | 0 | \$0 | \$0 |
| | | Other | 0 | 476,000 | 915,000 | 0 | \$0 | \$0 |
| | | PYs | | | | | | |
| | | Population | | | | | | |
| | B) Purchase of Services Includes costs for traditional and specialized service start-up, pre-development housing, and placements into the community, including property management and leases. | Total | \$24,376,000 | \$19,488,000 | \$25,522,000 | \$0 | \$0 | \$0 |
| | | Placement | 57.0 | 90.0 | 149.0 | 0.0 | 0.0 | 0.0 |
| | | General Fund | 21,853,000 | 15,311,000 | 16,121,000 | 0 | 0 | 0 |
| | | Other | 2,523,000 | 4,177,000 | 9,401,000 | 0 | 0 | 0 |
| | | PYs | | | | | | |
| Total Community Placement Plan (A+B) | | Total | \$27,798,000 | \$25,516,000 | \$32,438,000 | \$0 | \$0 | \$0 |
| | | Placements | 57.0 | 90.0 | 149.0 | 0.0 | 0.0 | 0.0 |
| | | General Fund | 25,275,000 | 20,863,000 | 22,122,000 | 0 | 0 | 0 |
| | | Other | 2,523,000 | 4,653,000 | 10,316,000 | 0 | 0 | 0 |
| | | PYs | | | | | | |
| | | Population | | | | | | |

**DEPARTMENT OF DEVELOPMENTAL SERVICES
Plan To Close Agnews Developmental Center**

COSTS TO CLOSE AGNEWS DEVELOPMENTAL CENTER

FISCAL SYNOPSIS

| | | | FY 2004-05 | FY 2005-06 | FY 2006-07 | FY 2007-08 | FY 2008-09 | FY 2009-10 |
|--|--|--------------|----------------------------|----------------------|----------------------|----------------------|---------------------|---------------------|
| Issue # 13 | Placement Continuation | Total | | | | | | |
| A) Operations | | | | | | | | |
| | Includes costs for additional service coordination. | | | | | | | |
| | <i>General Fund</i> | | \$70,000 | \$349,000 | \$651,000 | \$4,196,000 | \$4,269,000 | \$4,216,000 |
| | <i>Other</i> | | 37,000 | 185,000 | 343,000 | 2,469,000 | 2,507,000 | 2,479,000 |
| | | | 33,000 | 164,000 | 308,000 | 1,727,000 | 1,762,000 | 1,737,000 |
| B) Purchase of Services | | | | | | | | |
| | Includes costs for CPP placements and specialized services and housing. | | | | | | | |
| | <i>General Fund</i> | | \$5,209,000 | \$13,318,000 | \$26,623,000 | \$55,974,000 | \$55,974,000 | \$55,974,000 |
| | <i>Other</i> | | 49.0 | 57.0 | 90.0 | 149.0 | 0.0 | 0.0 |
| | | | 4,355,000 | 9,447,000 | 17,537,000 | 36,871,000 | 36,871,000 | 36,871,000 |
| | | | 854,000 | 3,871,000 | 9,086,000 | 19,103,000 | 19,103,000 | 19,103,000 |
| Total Placements Continuation (A+B) | | | \$5,279,000 | \$13,667,000 | \$27,274,000 | \$60,170,000 | \$60,243,000 | \$60,190,000 |
| | Prior Year Placements | | 49.0 | 57.0 | 90.0 | 149.0 | 0.0 | 0.0 |
| | <i>General Fund</i> | | 4,392,000 | 9,632,000 | 17,880,000 | 39,340,000 | 39,378,000 | 39,350,000 |
| | <i>Other</i> | | 887,000 | 4,035,000 | 9,394,000 | 20,830,000 | 20,865,000 | 20,840,000 |
| Issue # 14 | Consultant Services | Total | \$0 | \$280,000 | \$280,000 | \$90,000 | \$90,000 | \$90,000 |
| | Includes costs to contract for technical assistance on housing issues. | | | | | | | |
| | <i>General Fund</i> | | 0 | 280,000 | 280,000 | 90,000 | 90,000 | 90,000 |
| | <i>Other</i> | | 0 | 0 | 0 | 0 | 0 | 0 |
| Issue # 15 | Foster Grandparent/Senior Companion Program | Total | \$0 | \$0 | \$0 | \$429,000 | \$429,000 | \$429,000 |
| | Includes the costs to continue the Agnews Foster Grandparent and Senior Companion Programs in the community. | | | | | | | |
| | <i>General Fund</i> | | 0 | 0 | 0 | 348,000 | 348,000 | 348,000 |
| | <i>Other</i> | | 0 | 0 | 0 | 81,000 | 81,000 | 81,000 |
| Issue # 16 | Evaluation of Licensing Pilots | Total | \$0 | \$250,000 | \$250,000 | \$250,000 | \$0 | \$0 |
| | Includes the costs for evaluation of the Enduring Medical Needs pilot project by the Department of Health Services, Department of Social Services and DDS to determine the viability of this licensing approach. | | | | | | | |
| | <i>General Fund</i> | | 0 | 250,000 | 250,000 | 250,000 | 0 | 0 |
| | <i>Other</i> | | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Regional Centers | | | \$33,077,000 | \$39,713,000 | \$60,242,000 | \$60,939,000 | \$60,762,000 | \$60,709,000 |
| | <i>General Fund</i> | | 29,667,000 | 31,025,000 | 40,532,000 | 40,028,000 | 39,816,000 | 39,788,000 |
| | <i>Other</i> | | 3,410,000 | 8,688,000 | 19,710,000 | 20,911,000 | 20,946,000 | 20,921,000 |
| TOTAL: DEVELOPMENTAL CENTERS AND REGIONAL CENTERS | | | Total^{1.)} | \$129,700,000 | \$118,499,000 | \$129,069,000 | \$75,083,000 | \$79,741,000 |
| | <i>General Fund</i> | | | 80,705,000 | 70,579,000 | 75,095,000 | 40,284,000 | 40,365,000 |
| | <i>Other</i> | | | 48,995,000 | 47,920,000 | 53,974,000 | 34,799,000 | 39,376,000 |
| | PYs | | | 1,173.0 | 830.0 | 702.0 | 256.0 | 212.0 |
| | Population | | | 309 | 209 | 60 | 0 | 0 |
| | Placements | | | 57 | 90 | 149 | 0 | 0 |
| | Prior Year Placements | | | 49 | 57 | 90 | 149 | 0 |

1.) The total amount for fiscal years 2007-08/2008-09 includes costs for the state staff in the Regional Center and Developmental Center budgets. The Regional Center budget includes \$18.0 million to reimburse the Developmental Centers budget to fund state staff.

XI. LIST OF ATTACHMENTS

1. Statutory Requirements for the Closure of a Developmental Center Welfare and Institutions Code, Section 4474.1.
2. Advisory Committee to the Department of Developmental Services on the Proposed Closure of Agnews Developmental Center.
3. Bay Area Project Planning Teams.
4. Futures Planning Team Process Assessment Worksheet.
5. Quality of Service Indicators.
6. Characteristics of Persons with Developmental Disabilities at Agnews, June 30, 2004.
7. Agnews Developmental Center Population by Region and Regional Center, June 30, 2004.
8. Characteristics of Agnews' Staff.
9. Number of Agnews Developmental Center Employees by Collective Bargaining Identifier.
10. Meetings to Explain the Agnews Closure Plan and Obtain Input.
11. Reports from Each of the Planning Teams.
12. Keep Our Families Together (KOFT) Proposal Project SHARE, June 2004.

Statutory Requirements for the Closure of a Developmental Center Welfare and Institutions Code Section 4474.1

(a) Whenever the State Department of Developmental Services proposes the closure of a state developmental center, the department shall be required to submit a detailed plan to the Legislature not later than April 1 immediately prior to the fiscal year in which the plan is to be implemented, and as a part of the Governor's proposed budget. No plan submitted to the Legislature pursuant to this section, including any modifications made pursuant to subdivision (b), shall be implemented without the approval of the Legislature.

(b) A plan submitted on or before April 1 immediately prior to the fiscal year in which the plan is to be implemented may be subsequently modified during the legislative review process.

(c) Prior to submission of the plan to the Legislature, the department shall solicit input from the State Council on Developmental Disabilities, the Association of Regional Center Agencies, the protection and advocacy agency specified in Section 4901, the local area board on developmental disabilities, the local regional center, consumers living in the developmental center, parents, family members, guardians, and conservators of persons living in the developmental centers or their representative organizations, persons with developmental disabilities living in the community, developmental center employees and employee organizations, community care providers, the affected city and county governments, and business and civic organizations, as may be recommended by local state Senate and Assembly representatives.

(d) Prior to the submission of the plan to the Legislature, the department shall confer with the county in which the developmental center is located, the regional centers served by the developmental center, and other state departments using similar occupational classifications, to develop a program for the placement of staff of the developmental center planned for closure in other developmental centers, as positions become vacant, or in similar positions in programs operated by, or through contract with, the county, regional centers, or other state departments.

(e) Prior to the submission of the plan to the Legislature, the department shall hold at least one public hearing in the community in which the developmental center is located, with public comment from that hearing summarized in the plan.

(f) The plan submitted to the Legislature pursuant to this section shall include all of the following:

- (1) A description of the land and buildings affected.
- (2) A description of existing lease arrangements at the developmental center.
- (3) The impact on residents and their families.
- (4) Anticipated alternative placements for residents.
- (5) The impact on regional center services.
- (6) Where services will be obtained that, upon closure of the developmental center, will no longer be provided by that facility.
- (7) Potential job opportunities for developmental center employees and other efforts made to mitigate the effect of the closure on employees.
- (8) The fiscal impact of the closure.
- (9) The timeframe in which closure will be accomplished.

ADVISORY COMMITTEE
to the
DEPARTMENT OF DEVELOPMENTAL SERVICES
on the
PROPOSED CLOSURE OF
AGNEWS DEVELOPMENTAL CENTER

| NAME OF ORGANIZATION | NAME OF COMMITTEE REPRESENTATIVE |
|--|---|
| State Capitol Legislative Members: | |
| Assemblymember Rebecca Cohn | Represented by Melissa Wilhite |
| Assemblymember Manny Diaz | Assemblymember Manny Diaz |
| Assemblymember John Dutra | Represented by Gloria Ritchie |
| Assemblymember John Laird | Represented by Allison Endert |
| Assemblymember Sally Lieber | Represented by John Doharty |
| Assemblymember Simon Salinas | Assemblymember Simon Salinas |
| Assemblymember Joe Simitian | Represented by Michele Lew |
| Senator Jeff Denham | Represented by Joey Wright |
| Senator Liz Figueroa | Represented by Mary Jane Casper |
| Senator Bruce McPherson | Represented by Michael Warren |
| Senator Byron Sher | Represented by Sari Wisch |
| Senator John Vasconcellos | Represented by Sue North |
| Congressman Mike Honda | Represented by Colleen Hoey |
| Congresswoman Zoe Lofgren | Represented by Kathleen Collins |
| Area Board Representatives: | |
| Developmental Disabilities Area Board V | Sasha Bittner |
| Developmental Disabilities Area Board V | Rocio Smith |
| Developmental Disabilities Area Board VII | Virginia Grant |
| Developmental Disabilities Area Board VII | Mick Morgan |
| Advisory Board Representative: | |
| Agnews Governor's Advisory Board | Bob Cross |
| Regional Center Representatives: | |
| Association of Regional Center Agencies | Sibby Coxhead |
| Association of Regional Center Agencies | Laura Repke |
| Golden Gate Regional Center | Jim Shorter |
| Golden Gate Regional Center, Service Providers' Advisory Committee | Connie Leeper |
| Regional Center of the East Bay | Jim Burton |
| Regional Center of the East Bay | Francine Davis |
| Regional Center of the East Bay | Sheryl Kuhn |

| NAME OF ORGANIZATION | NAME OF COMMITTEE REPRESENTATIVE |
|--|----------------------------------|
| Regional Center of the East Bay, Service Providers' Advisory Committee | Sister Mary Grace Puchacz |
| San Andreas Regional Center | Barbara Devries |
| San Andreas Regional Center | Jessica Milligan |
| San Andreas Regional Center | Santi J. Rogers |
| San Andreas Regional Center | Lihuei Wei |
| San Andreas Regional Center, Service Provider's Advisory Committee | Eric Zigman |
| Other Organizations: | |
| Alameda Developmental Disabilities Council | Barbara Garcia |
| American Federation of State, County, and Municipal Employees | Nancy Clifford |
| Association of California State Supervisor's | Jerry Fields |
| Association of the Mentally Retarded at Agnews | Al Occhipinti |
| Association of the Mentally Retarded at Agnews | John Guinasso |
| Association of the Mentally Retarded at Agnews | Joy Yoshioka |
| California Association of Parents' Council Representatives | Sunny Maden |
| California Association of Professional Scientists | Matt Austin |
| California Association of Psychiatric Technicians | Keith Murch |
| California Association of Psychiatric Technicians | Ruby Striplen |
| California State Employees Association | Jim Hard |
| California State Employees Association | Elizabeth Russo |
| California Union of Safety Employees | Sam McCall |
| Consumer Representative | Lara Gelber |
| Consumer Representative | Walter Welch |
| Contra Costa Developmental Disabilities Council | Diana Jorgenson |
| International Union of Operating Engineers, Local 39 | Perry Bonilla |
| International Union of Operating Engineers, Local 39 | Bart Florence |
| IUOE Division Central Office | Rick Glick |
| People First of Agnews Developmental Center | Julie Wilsted |
| Professional Engineers in California Government | Bruce Blanning |
| Protection and Advocacy, Inc. | Eric Gelber |
| Protection and Advocacy, Inc. | Ellen Goldblatt |
| State Council on Developmental Disabilities | Cynthia Fair |
| State Council on Developmental Disabilities | Peter Mendoza |
| State Council on Developmental Disabilities | Alan Kerzin |
| Stationary Engineers Division | Jim Mason |
| Union of American Physicians and Dentists | James Moore |

INPUT FROM BAY AREA PROJECT PLANNING TEAMS

COMMUNICATION TEAM

| | |
|----------------|---|
| John Folck | Agnews Developmental Center |
| Cynthia Fair | State Council on Developmental Disabilities |
| John Guinasso | Association for the Mentally Retarded at Agnews |
| Enid Emde | Consumer Parent |
| David White | Consumer Parent |
| Howard Revels | Parent |
| Craig Guinasso | Consumer Relative |
| Ruth Richey | Agnews Developmental Center |
| Paul Verke | Department of Developmental Services |
| Melinda Gonser | Department of Developmental Services |
| Carol Risley | Department of Developmental Services |

AGNEWS STAFF SUPPORT TEAM

| | |
|-------------------|--|
| Rozsa Romvari | Agnews Developmental Center |
| Jerry Fields | Association of California State Supervisors |
| Dr. Margaret Lowe | Union of American Physicians and Dentists |
| Dr. Henry Pohler | American Federation of State, County and Municipal |
| Tim Hill | California State Employees Association |
| Rebecca McGown | Agnews Developmental Center |
| Kimberly Ponder | Agnews Developmental Center |
| Gordon Lee | Department of Developmental Services |
| Beth Meneely | Department of Developmental Services |
| Colleen Brown | Department of Developmental Services |

QUALITY OF SERVICES TEAM

| | |
|-----------------|---|
| Punam Bhan | Agnews Developmental Center |
| Lucile Bianco | Governor's Advisory Board |
| Holly Bins | State Council on Developmental Disabilities |
| Julie Wilsted | Consumer Representative |
| Elizabeth Russo | California State Employees Association |
| Laurie England | CalPERS |
| Lavelle Souza | Relative |
| Joanie Pepper | Parent |
| Glenda Penny | Department of Developmental Services |

FUTURES PLANNING TEAM

| | |
|----------------------|---|
| Angela Vrbanac-Libby | Agnews Developmental Center |
| Ron Wilsey | San Andreas Regional Center |
| Sheryl Kuhn | Regional Center of the East Bay |
| Alan Wilens | Golden Gate Regional Center |
| Thomas Gunn | Association for the Mentally Retarded at Agnews |
| Rocio Smith | Developmental Disabilities Area Board V |
| Diana Jorgenson | Contra Costa Developmental Disabilities Council |
| Barbara Garcia | Alameda County Developmental Disabilities Council |
| Jennifer Lucas | Developmental Disabilities Area Board VII |
| Jake Myrick | Delta Regional Project |
| Chris Castelli | Regional Project of the Bay Area |
| Luis Mercado | Agnews Developmental Center |
| Jim Revels | Relative |
| Paul Devlin | Parent |
| Amanda Good | Agnews Developmental Center |
| Patricia Moix | Regional Center of the East Bay |
| Barbara Siemons | Parent |
| Maria Coker | Regional Project of the Bay Area |
| Michael Kottke | San Andreas Regional Center |
| Kevin Braud | Golden Gate Regional Center |
| Eric Gelber | Protection & Advocacy, Inc. |
| Sue LeBarre | Agnews Developmental Center |
| Joanie Pepper | Parent |
| Julie Rienhardt | Imagine Supported Living Services |

BUSINESS MANAGEMENT TEAM

| | |
|--------------------|---|
| Karen Clark | Agnews Developmental Center |
| Bismark Lee | Agnews Developmental Center |
| Toni Moon | Agnews Developmental Center |
| Sid Villarosa | Agnews Developmental Center |
| Steve Marshall | Agnews Developmental Center |
| Tracy Stevens | Agnews Developmental Center |
| Valerie Dunn | Agnews Developmental Center |
| Audrey King | Agnews Developmental Center |
| Jill Story | Agnews Developmental Center |
| Lisa Melhouse-Mill | Agnews Developmental Center |
| Pat Hannum | Agnews Developmental Center |
| Debbie Dunham | Agnews Developmental Center |
| Terri Sievers | Agnews Developmental Center |
| Jesse Estrada | Agnews Developmental Center |
| John Kirby | Housing Choices Coalition |
| John Guinasso | Association for the Mentally Retarded at Agnews |
| Patsy Nelson | Department of Developmental Services |

| | |
|----------------|--------------------------------------|
| Chris Rives | Department of Developmental Services |
| Mark Stayton | Department of Developmental Services |
| Jean Barawed | Department of Developmental Services |
| Steve Nicholls | Department of Developmental Services |

COMMUNITY DEVELOPMENT TEAM

| | |
|-----------------------|--|
| Santi J. Rogers | San Andreas Regional Center |
| Patricia Flannery | Agnews Developmental Center |
| Harold Pitchford | Agnews Developmental Center |
| Francine Davis | Regional Center of the East Bay |
| Ron Wilsey | San Andreas Regional Center |
| Mike Keely | San Andreas Regional Center |
| Alan Wilens | Golden Gate Regional Center |
| Kris McCann | San Andreas Regional Center, Housing Consultant |
| Carol Bonsack | Golden Gate Regional Center |
| Mary Jane Casper | District Representative, Office of Senator Liz Figueroa |
| Bob Cross | Agnews Governor's Advisory Committee |
| Laura Repke | Association of Regional Center Agencies |
| Peter Mendoza | State Council on Developmental Disabilities |
| Eric Zigman | San Andreas Regional Center Provider Advisory Committee |
| Nancy Lopez | Consumer Parent |
| Virginia Grant | Developmental Disabilities Area Board VII |
| Judy Haller-Martinez | Consumer Parent |
| Rocio Smith | Developmental Disabilities Area Board V |
| Charles "Mick" Morgan | Developmental Disabilities Area Board VII |
| Bud O'Hare | Association for the Mentally Retarded at Agnews |
| Walter Welch | Consumer Representative |
| John Boisa | Legislative Staff Assemblymember Lois Wolk |
| Lara Gelber | Consumer Representative |
| Ellen Goldblatt | Protection and Advocacy, Inc. |
| Sunny Maden | California Association of State Hospital-Parent Council Representatives |
| Stan Parry | Housing Choices Coalition |
| Ed Carraway | Porterville Parent Group |
| Marlene Guinasso | Parent |
| Lisa Merlin | Housing Choices |
| Kathy Guinasso | Relative |
| Denis Craig | Developmental Disabilities Area Board V |
| La Donna Bray | Parent |
| Mark W. Polit | California Alliance for Inclusive Communities Inc. |
| Melinda Gonser | Department of Developmental Services |
| Shelton Dent | Department of Developmental Services |
| Julia Mullen | Department of Developmental Services |
| Tony Schrick | Department of Developmental Services |

COMMUNITY DEVELOPMENT TEAM WORKGROUPS

HOUSING WORKGROUP

| | |
|----------------------|---|
| Johnny Anguiano | PARCA |
| Scott Beesley | Housing Choices Coalition |
| Barry Benda | Golden Gate Regional Center |
| Katrina Bergen | Eden Housing |
| Jamie Blackson Baker | Housing Consortium |
| Chris Block | Charities Housing |
| Ed Carraway | Porterville Parent Group |
| Dave Coury | Lifeshouse Agency |
| Denis Craig | Developmental Disabilities Area Board V |
| Sara Deuman | Consumer |
| Kathy Guinasso | Parent |
| Jessie Hall | Barry Swenson Builder |
| Steve Johnson | Keep Our Families Together (KOFT) |
| Nancy Lopez | Parent |
| Kris McCann | Housing Consultant |
| Clare McDermott | Bay Area Housing Corporation |
| Lisa Merlin | Housing Choices |
| Julia Mullen | Department of Developmental Services |
| Keith Nakatani | ARC San Francisco |
| Laura Repke | ARC San Francisco |
| Kathy Robinson | Charities Housing |
| John Rodriguez | Regional Center of the East Bay |
| Santi J. Rogers | San Andreas Regional Center |

QUALITY ASSURANCE WORKGROUP

| | |
|-----------------------|---|
| Margaret Anderson | Department of Developmental Services |
| Bob Cross | Agnews Governors Advisory Committee |
| Francine Davis | Regional Center of the East Bay |
| Virginia Grant | Developmental Disabilities Area Board VII |
| Gail Gresham | Protection and Advocacy, Inc. |
| Lisa Klienbub | Regional Center of the East Bay |
| Charles "Mick" Morgan | Developmental Disabilities Area Board VII |
| Barbara Peschka | San Andreas Regional Center |
| Mark W. Polit | California Alliance for Inclusive Communities, Inc. |
| Helen Raschke | Golden Gate Regional Center |
| Tamara Rodriguez | Agnews Developmental Center, Quality Assurance |
| Ron Willsey | San Andreas Regional Center |

SERVICE HUBS WORKGROUP

| | |
|----------------------|---|
| Veronica Arimboanga | Agnews Developmental Center |
| Carol Bohnsack | Golden Gate Regional Center |
| Chris Castelli | Regional Project of the Bay Area |
| Shelton Dent | Department of Developmental Services |
| Ed Goodnight | Agnews Developmental Center |
| Judy Haller-Martinez | Parent |
| Sheryl Kuhn | Regional Center of the East Bay |
| Sunny Maden | California Association of State Hospital Parent Council Representatives (CASH-PCR) |
| Harold Pitchford | Agnews Developmental Center |
| Tony Schrick | Department of Developmental Services |
| Lisa Wendt | San Andreas Regional Center |

SERVICES AND SUPPORTS WORKGROUP

| | |
|-----------------|---|
| LaDonna Bray | Parent |
| Denis Craig | Developmental Disabilities Area Board V |
| Sara Deumala | Consumer |
| Kim Dodd | Trinity Change Supported Living |
| William Dycus | Consumer |
| Ellen Goldblatt | Protection and Advocacy, Inc. |
| Kathy Guinasso | Parent |
| Marva Hamilton | Department of Developmental Services |
| Mike Keely | San Andreas Regional Center |
| Jennifer Lucas | Developmental Disabilities Area Board VII |
| Arek Nathanson | Regional Center of the East Bay |
| Shannon Odam | Hope Services |
| Bud O'Hare | Association for the Mentally Retarded at Agnews |

| | |
|-----------------|---|
| Mary Ortega | ARC San Francisco |
| Andrew Pereira | Mainstream Supported Living Services |
| Julie Reinhardt | Imagine Supported Living Services |
| John Rodriguez | Regional Center of the East Bay |
| Lavelle Souza | Parent |
| Alan Wilens | Golden Gate Regional Center |
| Florence Yalung | San Andreas Regional Center |
| Reuben Zarate | Regional Project of the Bay Area |
| Eric Zigman | San Andreas Regional Center Provider Advisory Committee |

FUTURES PLANNING PROCESS WORKSHEET (March 5, 2003)

This document is intended to serve as a summary of the preferences and needs as described by the individual, their family members, staff who know them well and other friends. Each assessment is individually conducted to gather important information about each person's preferred future living arrangement. Vocational and leisure interests are also assessed. The "Needs" section focuses on health needs, adaptive living skills, mobility, and other training areas. The purpose is to generate data for the Community Development Team to ensure that the proper resources are identified or developed in community settings. This is not to be construed as a comprehensive health or training assessment. For additional detail, please refer to the clinical record.

Consumer Information

Name _____ UCI # _____

Sex _____ DOB _____ Reg. Ctr. _____

Admission Status: ☐ 6500 ☐ HOP ☐ CAMR ☐ LPS ☐ _____ ☐ _____

Program/Family/Staff Information

Program/Residence _____ LOC: ☐ NF ☐ ICF Res. Mgr. _____

IPC _____ Work No. _____

Day No. _____

Parent/Advocate Name _____

Address _____

Phone _____

If Conserved, List Name(s) (Co-Conservators) _____

(If other than above) Address _____

Phone _____

Date Completed _____ Date Updated _____

Completed By _____

(Print Name and Title)

Signature and Title

I. Review of NeedsMental Retardation Level: ☐ Mild ☐ Moderate ☐ Severe ☐ Profound ☐ Autistic☐ Cerebral Palsy [☐ Seizures ☐ Controlled; Freq. ____ ☐ IM ☐ O2 (If req. past 2 yrs)]☐ Neurology Services ☐ OT/PT Treatment (Specify if req. past 2 years)_____

Mental Health Diagnosis_____

☐ Psychiatric Services; Number of Psychiatric Consults last 2 years _____☐ Dental/Clinic Sedation Previously Required.***List Significant Medical Conditions which Impact Daily Activities
and Required Medical Equipment***

| HEALTH CONDITION | CURRENT | HISTORY LAST 2 YEARS | HEALTH CONDITION | CURRENT | HISTORY LAST 2 YEARS |
|----------------------------------|--------------------------|----------------------------|-----------------------------------|--------------------------|----------------------------|
| Apnea | <input type="checkbox"/> | <input type="checkbox"/> | Colostomy Care/Ileostomy | <input type="checkbox"/> | <input type="checkbox"/> |
| Active, Communicable TB | <input type="checkbox"/> | <input type="checkbox"/> | Tracheostomy Care & Suctioning | <input type="checkbox"/> | <input type="checkbox"/> |
| Stage 1 or 2 Decubitus Ulcers | <input type="checkbox"/> | <input type="checkbox"/> | Naso-Gastric Feeding | <input type="checkbox"/> | <input type="checkbox"/> |
| Stage 3 or 4 Decubitus Ulcers | <input type="checkbox"/> | <input type="checkbox"/> | Insulin-Dependent Diabetes | <input type="checkbox"/> | <input type="checkbox"/> |
| Other | <input type="checkbox"/> | <input type="checkbox"/> | Other | <input type="checkbox"/> | <input type="checkbox"/> |
| Other | <input type="checkbox"/> | <input type="checkbox"/> | Other | <input type="checkbox"/> | <input type="checkbox"/> |
| Other | <input type="checkbox"/> | <input type="checkbox"/> | Other | <input type="checkbox"/> | <input type="checkbox"/> |
| Other | <input type="checkbox"/> | <input type="checkbox"/> | Other | <input type="checkbox"/> | <input type="checkbox"/> |

Catheterization: ☐ Indwelling/Condom ☐ Self-Care ☐ Some Assistance ☐ Total Care

- ☐ Repositioning to Prevent Skin Breakdown/Contractures
☐ Special Assistance With Feeding
☐ O2 Therapy
☐ Intermittent Position Pressure Breathing
☐ Inhalation Assistive Devices (Specify) _____
☐ Recurrent Pneumonia (# of times in last 2 yrs.____)
☐ Recurrent UTIs (# of times in last 2 yrs____)
☐ Acute Hospitalizations:
 (# of times in last 2 yrs.____ ☐ 96 ☐ VMC ☐ Other (specify_____)
☐ Infections ☐ VRE ☐ MRSA ☐ Other (specify_____)
☐ Staph or Serious Communicable Infections
☐ Fecal Impaction Removal, Enemas, or Suppositories
☐ Current Use of Side Rails ☐ Blind (☐ Partial; ☐ Total) ☐ Deaf (☐ Partial; ☐ Total)
☐ Allergies (Specify) _____
 Equipment Needed: _____

 List Other Significant Medical Conditions: _____

Medications

Mental Health Meds (Specify) _____

Routine Medical Treatments (blood pressure 1x weekly, monitor O2 saturation, skin treatments, routine injections, etc.). Specify: _____

| Behaviors | Description | History of | Current | Impact |
|---|-------------|--|--|--|
| <input type="checkbox"/> Aggression: | _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> High <input type="checkbox"/> Low |
| <input type="checkbox"/> Property Destruction | _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> High <input type="checkbox"/> Low |
| <input type="checkbox"/> AWOL/Bolts/Wandering | _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> High <input type="checkbox"/> Low |
| <input type="checkbox"/> Self Injurious | _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> High <input type="checkbox"/> Low |
| <input type="checkbox"/> Pica | _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> High <input type="checkbox"/> Low |
| <input type="checkbox"/> Compulsiveness | _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> High <input type="checkbox"/> Low |
| <input type="checkbox"/> Sexually Inappropriate | _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> High <input type="checkbox"/> Low |
| <input type="checkbox"/> Fire Setting | _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> High <input type="checkbox"/> Low |
| <input type="checkbox"/> Other | _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> High <input type="checkbox"/> Low |
| <input type="checkbox"/> Other | _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> High <input type="checkbox"/> Low |
| <input type="checkbox"/> Other | _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> Yes <input type="checkbox"/> No | <input type="checkbox"/> High <input type="checkbox"/> Low |

Antecedents/Precursors (List known for last 2 years) _____

| | | |
|-------|-------|-------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

☐ Highly Restrictive Interventions Required in Last Year ☐ Stat meds—Freq _____

☐ Floor containment—Freq _____ ☐ Forced Escort—Freq _____ ☐ Other _____—Freq _____

Mobility

| | |
|--|--|
| <input type="checkbox"/> Ambulates Independently | <input type="checkbox"/> Able to Bear Weight |
| <input type="checkbox"/> Fragile Ambulator | <input type="checkbox"/> Transfers Independently |
| <input type="checkbox"/> Uses Walker | <input type="checkbox"/> Transfers With Assistance |
| <input type="checkbox"/> Uses Cane | <input type="checkbox"/> One-Person Lift |
| <input type="checkbox"/> Uses wheelchair | <input type="checkbox"/> 2 person lift |
| Type _____ | <input type="checkbox"/> Mechanical lift |
| <input type="checkbox"/> Oversized | <input type="checkbox"/> Other |
| When used _____ | |

Evacuation: ☐ Independent ☐ Alarm ☐ Verbal prompts ☐ Physical Prompts ☐ Total Care
☐ Cognitively Non-Ambulatory—would not evacuate without assistance.

Self-Help Skills

Toileting: ☐ Independent ☐ Habit trained ☐ Verbal prompts
☐ Physical prompts ☐ Total assistance

Incontinent: ☐ Day ☐ Night ☐ Bowel ☐ Bladder ☐ Pads/Briefs_____

Dressing: ☐ Independent ☐ Verbal prompts ☐ Physical prompts ☐ Total care

Hygiene: ☐ Independent ☐ Verbal prompts ☐ Physical prompts ☐ Total care

Eating: ☐ Independent ☐ Verbal prompts ☐ Physical prompts ☐ Total care

Dysphagia: ☐ Mild ☐ Moderate ☐ Severe

Bathing: ☐ Independent ☐ Verbal prompts ☐ Physical prompts ☐ Total care

Sleeping: ☐ Sleeps through night ☐ Awake ☐ Disruptive

Communication

☐ Verbal ☐ Non-verbal ☐ Sign language ☐ Communicates pain

☐ Expresses basic needs ☐ Adaptive device (specify)_____

Receptive: ☐ Understands basic needs/requests

☐ Understands complex thoughts/ directions

Speech Therapy (Specify freq.) _____

Describe Current Work Program: _____

Describe Current Day Program: _____

II. Review of Living Arrangements and Preferences

Reporter (list name) _____

Please note whether the person providing information was the:

☐ client, ☐ family member/support person/advocate, or ☐ staff person

Contact was in: ☐ Person ☐ Phone ☐ Letter ☐ Other _____

Preferences

☐ A. Relationships

- Who is your best friends(s) currently?
- Who would you miss most if you were to leave?
- Is there any one you would want to continue to see/visit if you were to leave?
- Would you consider rooming with one of these individuals? Would you open to a new roommate?
- For family—Is it important to you to be in close enough proximity (distance) to your relative to visit routinely?

☐ B. Work/Day Program and Services

- Are you happy with your current job/day program?
- What do you like or dislike about it; what would you change?
- If you currently receive a paycheck, would you like to continue doing so? How do you spend your money—outings, café, soda machines, cigarettes, etc.

☐ C. Living Arrangement

- What do you like about your present living arrangement? What don't you like?
- If you were to live elsewhere, other than Agnews, what would that place have to be like?
- What are the most important things to consider in regards to where you live? With whom would you live? What type of setting—size and space considerations?
- If you did have an experience living in the community previously, what was good about that experience? What would you like to have seen changed or improved?

☐ D. Location

- If you like living here, what is it about its location that appeals to you?
- Are there activities here, or proximity to services that are important—the campus, café, REACH, etc.?
- If you are only interested in another developmental center, please indicate why that would be important to you.

☐ E. Community Resources—access to the following is important:

- What community resources have you already utilized? (shopping, movies, grocery stores, etc.)

- What others might you be interested in that you have not utilized in the past?
- Of those community outings you've participated in over the past, what were your most favorite? Your least favorite?
- Would being near public transportation be important to you?
- Is being near access to emergency medical services an important factor to you?

☐ F. Other

- Is there anything else that is important to you that you would like to share?

Prioritization of the above—what are the more important points of those issues and preferences you've shared?

A—High Priority B—Important, But Not Essential C—Lower Priority

QUALITY of SERVICE INDICATORS

| Domain: Health | |
|--|---|
| Number of people with pressure sores. | Baseline: 2002 – Done. Data to QA: Monthly from 1/2003 onwards. |
| Number of people with diagnosed Aspiration Pneumonia. | Baseline: 2002 – Done. Data to QA: Monthly from 1/2003 onwards. |
| Number of people with unplanned weight change. | Baseline: 2002 – Done. Data to QA: Monthly from 1/2003 onwards. |
| Domain: Behavioral | |
| Number of applications of restrictive interventions utilized. | Baseline: 2002 – Done. Data to QA: Monthly from 1/2003 onwards. |
| Number of individuals on two or more medications for behavioral modification from the same therapeutic category in use for more than three months. | Baseline: October 2002. Data to QA: Quarterly from 3/2003 onwards. |
| Number of individuals on any three or more medications for behavior modification from the same or different therapeutic categories for more than six months. | Baseline: October 2002. Data to QA: Quarterly from 3/2003 onwards. |
| Number of individuals on a medication for behavior modification that exceeds the facility maximum dose as indicated in Pharmacy Procedure # 30. | Baseline: October 2002. Data to QA: Quarterly from 3/2003 onwards. |
| Number of individuals on short-acting sedative-hypnotic (e.g., zolpidem) for more than seven consecutive days. | Verbal Info.: Quarterly. |
| Domain: Client Protection | |
| Number of instances resulting in a fracture. | Baseline: 2002 – Done. Data to QA: Monthly from 1/2003 onwards. |

| | |
|---|---|
| Number of instances where a laceration requires sutures. | Baseline: 2002 – Done. Data to QA: Monthly from 1/2003 onwards. |
| Number of allegations of abuse. | Baseline: 2002 – Done. Data to QA: Monthly from 1/2003 onwards. |
| Number of injuries of unknown origin. | Baseline: 2002 – Done. Data to QA: Monthly from 1/2003 onwards. |
| Number of consumer to consumer with injuries. | Baseline: 2002 – Done. Data to QA: Monthly from 1/2003 onwards. |
| Domain: Supports | |
| Number of consumer training objective (facility-wide). | Baseline: October, November, December 02 – Done. # objectives / # of IPPs. NF & ICF separated. Data to QA: Quarterly 1/2003 onwards. |
| Number of pending clinic appointments— (Psych, Neurology, Eye & Gynecology). | In process. |
| Quality of IPPs based on needs/strengths as rated on an Audit Tool Indicator. | No baseline for this outcome. Data to QA: Quarterly. Due: 7/2003 for the quarter beginning 4/2003. |
| Number of direct services and treatments per consumer per month by PM&R. | Baseline: January, February, March 2003. Data to QA: Monthly from 4/2003 onwards. |

**Characteristics of Persons with Developmental Disabilities at Agnews
Developmental Center as of June 30, 2004**

| | | % of Population | Total # of clients |
|----------------------------------|-------------------------------|-----------------|--------------------|
| POPULATION | | | 376 |
| GENDER | Male | 63% | 237 |
| | Female | 37% | 139 |
| ETHNICITY | Asian | 1.1% | 4 |
| | Black/African-American | 6.4% | 24 |
| | Filipino | 0.5% | 2 |
| | Hispanic | 12.8% | 48 |
| | Other | 4.5% | 17 |
| | White | 74.7% | 281 |
| | | | |
| AGE | 6-12 years | 0.3% | 1 |
| | 13-17 years | 1.1% | 4 |
| | 18-21 years | 3.5% | 13 |
| | 22-40 years | 30.1% | 113 |
| | 41-64 years | 57.4% | 216 |
| | 65 + years | 7.7% | 29 |
| SERVICE NEEDS | Significant Health Needs | 13.6% | 51 |
| | Extensive Personal Care | 42.0% | 158 |
| | Significant Behavioral Issues | 23.4% | 88 |
| | Protection & Safety | 18.9% | 71 |
| | Low Support | 2.1% | 8 |
| YEARS LIVING AT AGNEWS | Less than 5 years | 7.2% | 27 |
| | 5-10 years | 3.2% | 12 |
| | 11-20 years | 33.5% | 126 |
| | 21-30 years | 42.3% | 159 |
| | Over 30 years | 13.8% | 52 |
| PRIMARY LANGUAGE | English | 23.7% | 89 |
| | | | |
| LEVEL OF RETARDATION | Mild | 7.2% | 27 |
| | Moderate | 13.8% | 52 |
| | Severe | 17.3% | 65 |
| | Profound | 61.7% | 232 |
| | Unspecified | 0.0% | 0 |
| DIAGNOSED CONDITIONS | Epilepsy | 56.9% | 214 |
| | Cerebral Palsy | 52.7% | 198 |
| | Autism | 13.0% | 49 |
| | Dual Diagnosis | 36.7% | 138 |
| | Hearing Deficit | 19.7% | 74 |
| | Vision Deficit | 43.4% | 163 |
| | Ambulatory | 49.7% | 187 |
| | Medical | 47.1% | 177 |
| PRIORITY OF SERVICE NEEDS | Work Program | 22.6% | 85 |
| | Day Program | 35.1% | 132 |
| | Community | 26.1% | 98 |
| | Family | 36.2% | 136 |
| | Safety | 37.0% | 139 |
| | Staff | 41.8% | 157 |
| | Stability | 26.1% | 98 |
| | Social | 19.4% | 73 |
| | Locked | 6.9% | 26 |
| | | | |

AGNEWS DEVELOPMENTAL CENTER POPULATION
By Region and Regional Center
June 30, 2004

| REGION/REGIONAL CENTER | GENERAL ACUTE HOSPITAL | NURSING FACILITY | INTERMEDIATE CARE FACILITY | TOTALS |
|----------------------------------|------------------------|------------------|----------------------------|------------|
| Northern California | | | | |
| Alta California | | 8 | 9 | 17 |
| Central Valley | | 0 | 1 | 1 |
| East Bay | 2 | 35 | 45 | 82 |
| Far Northern | | 1 | 4 | 5 |
| Golden Gate | | 13 | 51 | 64 |
| San Andreas | 3 | 85 | 108 | 196 |
| Valley Mountain | | 1 | 2 | 3 |
| TOTAL NORTHERN CALIFORNIA | 5 | 143 | 220 | 368 |
| Southern California | | | | |
| Eastern Los Angeles | | | 1 | 1 |
| Inland Counties | | | 1 | 1 |
| Lanternman | | | 2 | 2 |
| San Diego | | | 3 | 3 |
| South Central Los Angeles | | | 1 | 1 |
| TOTAL SOUTHERN CALIFORNIA | 0 | 0 | 8 | 8 |
| TOTAL STATEWIDE | 5 | 143 | 228 | 376 |

CHARACTERISTICS OF AGNEWS' STAFF

| PROFILE | | % OF STAFF |
|------------------|--|------------|
| Gender | Male | 34% |
| | Female | 66% |
| Ethnicity | Asian | 12% |
| | Black/African American | 13% |
| | Filipino | 43% |
| | Hispanic | 10% |
| | Other | 1% |
| | White | 21% |
| Age | 43-50 | 29% |
| | 50+ | 43% |
| Work Status | Permanent Full-Time | 85% |
| | Permanent Part-Time | 5% |
| | Permanent Intermittent | 8% |
| | Temporary/Limited-Term | 2% |
| Classification | Direct Care Nursing | 56% |
| | Level-of-Care Professional | 13% |
| | Non-Level-of-Care/Administrative Support | 31% |
| Years of Service | 10 years or less | 49% |
| | 11-20 years | 31% |
| | 20+ years | 20% |
| Residency | Santa Clara County | 71% |
| | East Bay Counties | 15% |
| | San Joaquin County | 6% |
| | Bay Area | 4% |
| | Other Counties | 4% |

**NUMBER OF AGNEWS DEVELOPMENTAL CENTER
EMPLOYEES
BY COLLECTIVE BARGAINING IDENTIFIER (CBID)
DATA AS OF JUNE 30, 2004**

| <u>CBID</u> | <u>EXPLANATION</u> | <u># OF EMPLOYEES</u> |
|-------------|---|-----------------------|
| C01 | Confidential Office Professionals | 1 |
| C04 | Confidential Clerical Support | 7 |
| E48 | Nonexcluded Nonsupervisory Specialists | 5 |
| E59 | Exempt Institutional Management | 1 |
| E97 | Exempt Not Managerial or Supervisory | 1 |
| M01 | Managerial Office Professionals | 9 |
| M16 | Managerial Physician, Surgeons, and Dentists | 1 |
| M17 | Managerial Registered Nurses | 1 |
| M18 | Managerial Psychiatric Technicians | 9 |
| R01 | Rank and File Office Professionals | 36 |
| R03 | Rank and File Teachers | 13 |
| R04 | Rank and File Clerical Support | 65 |
| R07 | Rank and File Protective Services | 13 |
| R09 | Rank and File Professional Engineers | 2 |
| R10 | Rank and File Professional Scientists | 1 |
| R11 | Rank and File Architectural | 2 |
| R12 | Rank and File Trades | 40 |
| R13 | Rank and File Stationary Engineers | 10 |
| R15 | Rank and File Hospital Workers, Food Service Technicians and Laundry Workers | 130 |
| R16 | Rank and File Physician, Surgeons, and Dentists | 20 |
| R17 | Rank and File Registered Nurses | 195 |
| R18 | Rank and File Psychiatric Technicians | 436 |
| R19 | Rank and File Professional Social Services | 84 |
| R20 | Rank and File Medical and Social Services Support | 140 |
| S01 | Supervisory Office Professionals | 11 |
| S04 | Supervisory Clerical Support | 4 |
| S07 | Supervisory Protective Services | 2 |
| S12 | Supervisory Trades | 6 |
| S13 | Supervisory Stationary Engineers | 1 |
| S15 | Supervisory Food Service Technicians and Laundry Workers | 11 |
| S17 | Supervisory Registered Nurses | 10 |
| S18 | Supervisory Psychiatric Technicians | 34 |
| S19 | Supervisory Professional Social Services | 3 |
| S20 | Supervisory Medical and Social Services Support | 4 |
| TOTAL | | 1,308 |

**MEETINGS
To
EXPLAIN CLOSURE PLAN
And
OBTAIN INPUT**

| Organization or Individual Met With | Date | DDS Representatives |
|--|--------------------------------|--|
| Thomas Wilson Milpitas City Manager | Tuesday August 12, 2003 | Harold Pitchford, Executive Director Agnews Developmental Center Santi J. Rogers, Executive Director San Andreas Regional Center |
| John L. McLemore Santa Clara Council Member | Tuesday August 12, 2003 | Harold Pitchford, Executive Director Agnews Developmental Center Santi J. Rogers, Executive Director San Andreas Regional Center |
| James T. Beall, Jr. Santa Clara Board Member | Thursday August 21, 2003 | Harold Pitchford, Executive Director Agnews Developmental Center Santi J. Rogers, Executive Director, San Andreas Regional Center |
| Linda J. LeZotte San Jose City Council Member | Wednesday September 3, 2003 | Harold Pitchford, Executive Director Agnews Developmental Center Santi J. Rogers, Executive Director San Andreas Regional Center |

BAY AREA PROJECT

COMMUNICATIONS PLANNING TEAM

FINAL REPORT

OCTOBER 2003

COMMUNICATIONS TEAM MEMBERS

| | |
|----------------------|---|
| Carol Risley | Department of Developmental Services |
| Craig Guinasso | Relative |
| Cynthia Fair | State Council on Developmental Disabilities |
| David White | Parent |
| Enid Emde | Parent |
| Francisco Valenzuela | San Andreas Regional Center |
| Howard Revels | Parent |
| John Guinasso | Parent |
| Melinda Gonser | Department of Developmental Services |
| Paul Verke | Department of Developmental Services |
| Adora De La Cruz | Agnews Developmental Center |
| Bill Stout | Agnews Developmental Center |
| Celestine Andrews | Agnews Developmental Center |
| Grace Liu | Agnews Developmental Center |
| Grace Menor | Agnews Developmental Center |
| Greg Hirota | Agnews Developmental Center |
| John Folck | Agnews Developmental Center |
| Kathleen Lee | Agnews Developmental Center |
| Ken Rubino | Agnews Developmental Center |
| Norma Prestosa | Agnews Developmental Center |
| Patricia Sutherland | Agnews Developmental Center |
| Paul Koflanovich | Agnews Developmental Center |
| Ron Giuffre | Agnews Developmental Center |
| Rosey Rubino | Agnews Developmental Center |
| Ruth Richey | Agnews Developmental Center |
| Thomas Kugler | Agnews Developmental Center |
| Timothy Mehalko | Agnews Developmental Center |
| Tom Kussell | Agnews Developmental Center |

COMMUNICATIONS TEAM CHARGE

Design and implement strategies to assure consumers, families, staff, legislators and other stakeholders are kept informed, and have opportunities to provide input.

VALUES AND GUIDING PRINCIPLES

The Communications Team has been established to ensure wide dissemination of information to all interested parties regarding the development of a plan for services for individuals who live and work at Agnews Developmental Center. Communications plays a vital role in the success of any planning and development process. As we go forward we must be cognizant of the impact that the plan will have on the consumers, families, staff and other stakeholders. It is the responsibility of the Communications Team to keep interested parties apprised of our progress, knowledgeable on pertinent legislation, and to provide opportunities for input and feedback. By sharing information openly, we will ensure that the plan will have input from consumers, advocates, families, legislators and service providers. The outcome of our efforts will be instrumental in the success of a dynamic plan that provides a new and exciting array of service and support options for people with developmental disabilities.

Our charge is to design and implement strategies to assure consumers, families, staff, legislators and other stakeholders are kept informed and have opportunities to provide input.

GUIDING PRINCIPLES

To Provide Accurate and Timely Information

The team will ensure that all consumers, staff, parents and interested individuals have accurate information that will help them actively participate in the development of a plan for Agnews Developmental Center.

To Be Informed Spokespersons

Each member of the team will be knowledgeable of, and able to articulate to, those interested, the development of the plan, and its impact on the service delivery system.

To Gather Information From All Sources

There are many passionate views on the merits of changing the way Agnews Developmental Center provides services. The Communications Team will gather information from all sources and relay pertinent information to appropriate planning teams.

To Accept Without Judgment Other Perspectives

Consumers, parents, and interested individuals want to know that their opinions have been heard. We value the input and opinions of all who wish to express their suggestions, concerns, and ideas regardless of their views.

To End Rumors, Not Spread Them

By providing factual public relations, researching rumors, and addressing inaccurate information, the Communications Team will help all interested individuals understand the comprehensive planning process and the outcomes of that process.

SUMMARY OF TEAM PROCESS

The formation of the Communications Team in January 2003, was a proactive step to ensure a consistent and accurate source of information to the consumers, staff, and the public regarding the Governor's request to develop a plan leading to closure. The Communications Team, through bi-weekly meetings, assessed areas of need and developed core services that were determined to be important to maintaining a healthy dialog flow to and from the various teams. The Communications Team instituted a monthly newsletter, developed a speakers' bureau, initiated a rumor control system, participated in the development of a systemwide website, and has provided input to other groups and organizations about the planning process. Through discussion and feedback among team members, visits to service providers and presentations from guest speakers, the team has remained involved and active in collecting and disseminating timely information. All recommendations generated from the team have been developed through collective input and team critique.

SUMMARY OF OUTCOMES AND RECOMMENDATIONS

Recommendations

1. Communications Team to remain active until closure is complete.
2. Systems in place to ensure timely response to changing information.
3. Team members to be more involved in providing information to the consumers, staff, and interested individuals.
4. Press packets continually updated to include current information. As information changes, new packets made available to the press.
5. Legislative staff continues to be updated on the progress of the development of the plan.
6. Communications Team works closely with the Department of Developmental Services to ensure continuity of information.

Outcomes

1. The Communications Team has provided consistent, timely, and accurate information to the consumers, staff, families, and interested individuals.
2. A monthly newsletter, "New Beginnings," has been published with the intent to keep all parties abreast of the latest information from work groups, relevant legislation, and rumors.
3. A website within the Department of Developmental Services' website at www.dds.ca.gov has been built with the help of the Department of Developmental Services. This site provides a statewide resource for persons looking for information on the Bay Area Project.
4. Team members have spoken to various state and community groups regarding the plan.
5. Team members continue to be the point of contact for press inquiries.

RECOMMEDATIONS' IMPLEMENTATION PLAN

| # | Task Name | Start Date | Due Date | Who |
|----|---|------------|-----------|--|
| 1. | Develop informational newsletter, "New Beginnings." | 2/01/2003 | 3/01/2003 | Ruth Richey, ADC Kathleen Lee, ADC |
| 2. | Build Bay Area Project specific website. | 3/15/2003 | 5/01/2003 | Melinda Gonser, DDS |
| 3. | Establish Speakers' Bureau. | 4/24/2003 | 5/22/2003 | John Folck, ADC |
| 4. | Develop consumer-friendly informational resources for Bay Area Project. | 5/01/2003 | 6/01/2003 | Carol Risley, DDS |
| 5. | Hold informational meetings with local legislators. | 8/01/2003 | 9/15/2003 | Harold Pitchford, ADC Santi Rogers, SARC John Folck, ADC |
| 6. | Meet quarterly with Department staff to ensure continuity of information. | 9/15/2003 | Ongoing | Paul Verke, DDS Melinda Gonser, DDS Communications Team |

| | | | | |
|----|---|------------|---------|-------------------------------------|
| 7. | Press releases to coincide with major milestones in Bay Area Project planning | 10/15/2003 | Ongoing | Paul Verke, DDS Ruth Richey, ADC |
| 8. | Develop archival information resource on the closure process. | 11/01/2003 | Ongoing | Ruth Richey, ADC |

BAY AREA PROJECT

QUALITY OF SERVICES PLANNING TEAM

FINAL REPORT

OCTOBER 2003

QUALITY OF SERVICES PLANNING TEAM MEMBERS

| | |
|---------------------|---|
| Punam Bhan | Director, Quality Assurance, Chair |
| Ruth Johnson | Residence Manager |
| Rick Kirske | Chief Pharmacist |
| Patty Bullington | Associate Government Program Analyst |
| Nely Ansagay | Associate Government Program Analyst |
| Joann Pedron | Senior Psychiatric Technician |
| Amanda Good | Registered Nurse |
| Guy Nuzum | Individual Plan Coordinator |
| Julie Wilsted | Consumer Representative |
| Rose Basore | Clinical Records |
| Nora Khan | Residence Manager |
| Mary Jo Melia | Senior Occupational Therapist |
| Nona Mendoza | Registered Dietician |
| Betty Henderson | Quality Assurance |
| Jocelyn Ylarde | Senior Registered Nurse |
| Latisha Williams | Education Employment Services Program |
| Veronica Armiboanga | Residence Manager Program 1 |
| Doriann Shreve | Individual Plan Coordinator |
| Dolly Ramos | Residence Manager Program 5 |
| Susan Shira | Occupational Therapist |
| Cora Bareng | Assistant Coordinator Nursing Services |
| Mary Antone | Program Assistant |
| Elizabeth Russo | California State Employees Association |
| Ms. Laurie England | CALPers |
| Holly Bins | State Council on Developmental Disabilities |
| Lucille Bianco | Governor's Advisory Board |
| Glenda Penny | Department of Developmental Services |

QUALITY OF SERVICES PLANNING TEAM CHARGE

Assure that Agnews Developmental Center (Agnews) continues to provide services consistent with the residents' needs.

VALUES AND GUIDING PRINCIPLES

The focal point of the Quality of Services Team is to identify measurement criteria to ensure the residents of Agnews continue to receive the same level of excellent services throughout the closure process. The team's focus is to plan for the future. As residents are transitioned, the needs of each person are assessed and measured at regular intervals to ensure that quality services are provided.

- Quality of services needs to be engineered to promote quality.
- Quality of services needs to ensure access.
- Quality of services needs to ensure that partnerships are built within the system.

TEAM PROCESS SUMMARY

The team was established in early February 2003. It met three to four times through September 2003. The initial phase of the process was focused on building a consensus regarding the value base and identifying the outcome domains to track services being provided to the individuals who live at Agnews.

Some of the questions the team addressed during the decision making process were:

1. Whether the specific outcome domain recommended would be a measurement of a change in service.
2. Would it assist in determining the quality of services being provided to the residents?
3. Is it an indicator of whether the service has been provided to the residents?

The team determined whether a current system was in place to collect the information. It also evaluated the impact of data collection for any domain that does not have a system in place.

After thoroughly reviewing the necessary services needed, the team identified four outcome domains to track. The outcome indicators were identified within each of the four domains established. For some outcome indicators systems were already in place for data collection, while for others new systems were established.

The four domains established were:

1. Health Care/Nursing Services

The outcome indicators being tracked are:

- Number of people with pressure sores;
- Number of people with Diagnosed Aspiration Pneumonia;
- Number of people with unplanned weight changes.

2. Behavioral Services

The outcome indicators being tracked are:

- Number of applications of restrictive interventions utilized;
- Number of individuals on two or more medications for behavioral modification from the same therapeutic category in use for more than three months;
- Number of individuals on any three or more medications for behavioral modification from the same or different therapeutic categories for more than six months;
- Number of individuals on medication for behavioral modification that exceeds the facility maximum dose as indicated in our pharmacy procedure.

3. Client Protection:

The outcome indicators being tracked are:

- Number of instances resulting in a fracture;
- Number of instances where a laceration requires sutures;
- Number of allegations of abuse;
- Number of injuries of unknown origin;
- Number of client-to-client altercations with injuries.

4. Services & Supports:

The outcome indicators being tracked are:

- Number of client training objectives (facility wide);
- Number of pending clinic appointments;
- Number of quality individual program plans based on needs/strengths as rated on an audit tool;

- Number of direct services and treatments per client per month by Physical Medicine and Rehabilitation.

The team agreed to have the data for the year 2002 as the baseline data to establish a range and average for each outcome indicator.

Frequency of data collection for each outcome indicator, and the person responsible for providing the quality assurance department with the data for graphing, was established. The team reviewed all the indicators to determine whether they are valid measures of quality of services at Agnews.

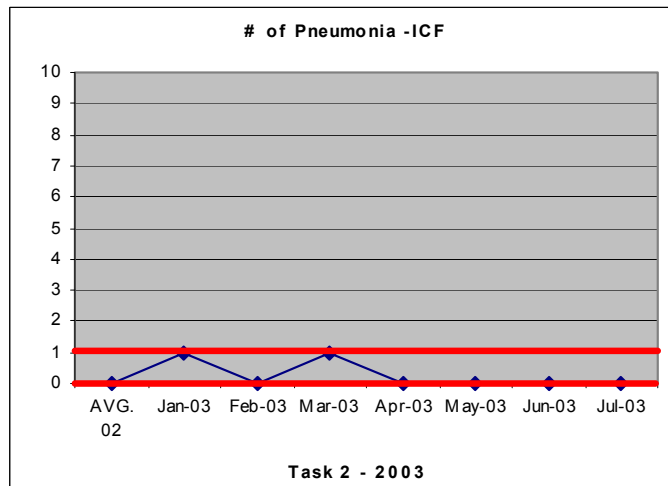
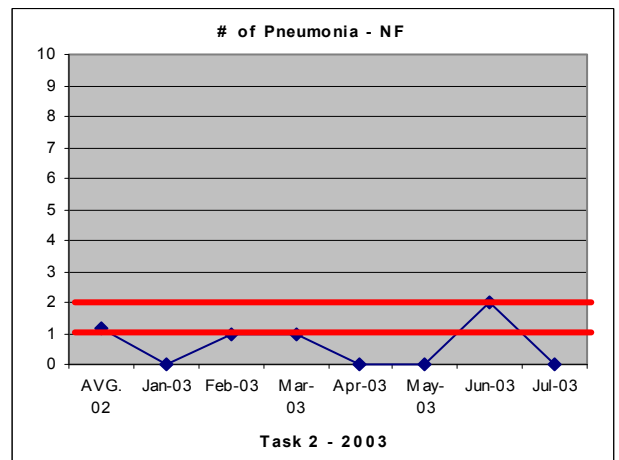
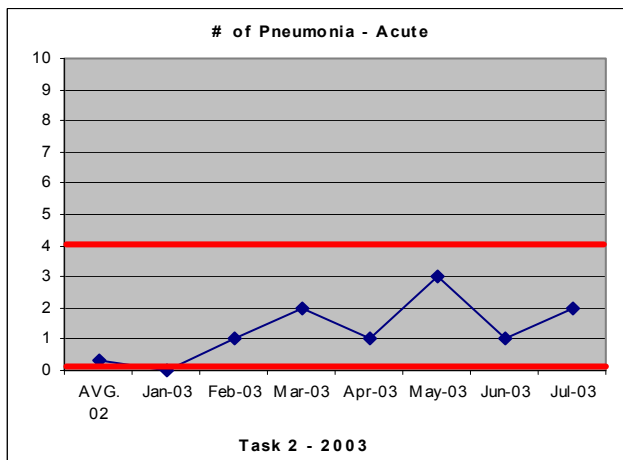
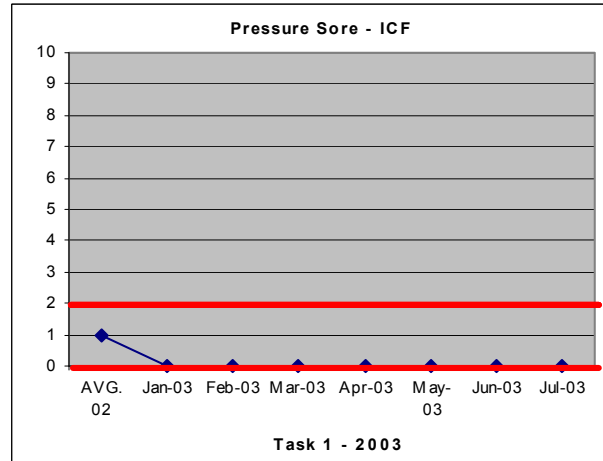
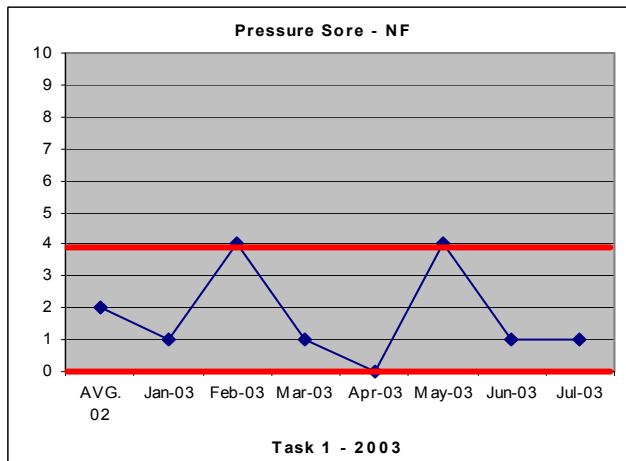
The Quality of Services Team reviews the data monthly to determine whether current indicators are within the established range or not. A root cause analysis of indicators that are outside of the established range or are at the very low end of the ranges established and not showing improvement, is performed to determine the need for additional intervention.

SUMMARY OF OUTCOMES AND RECOMMENDATIONS

1. Continue collecting data on the established outcome indicators, as they remain valid measures of the services being provided to the residents.
2. Whenever data goes outside the established range, a root cause analysis is to be completed by the involved department at Agnews. The Quality of Services Team will meet and review analysis for any needed action.
3. Quarterly, the team needs to meet to assess the need for data collection for any new emerging trends and/or needs of the residents.

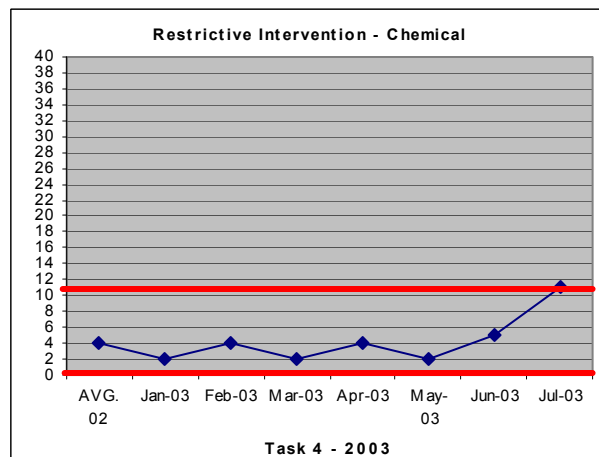
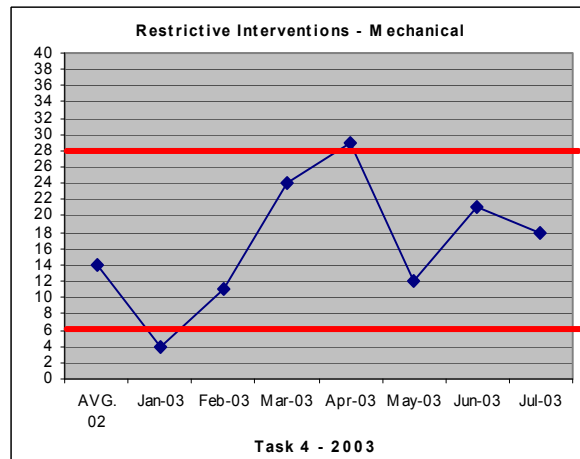
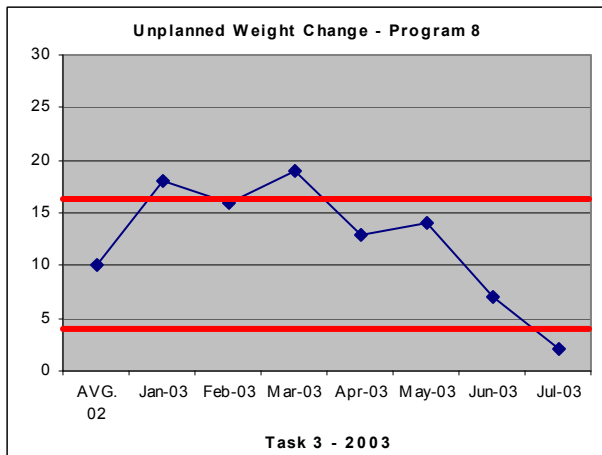
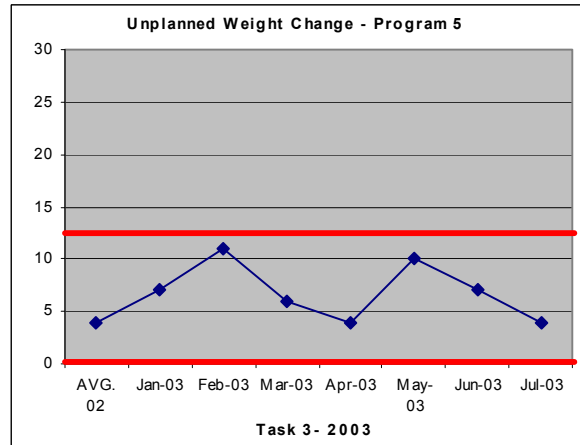
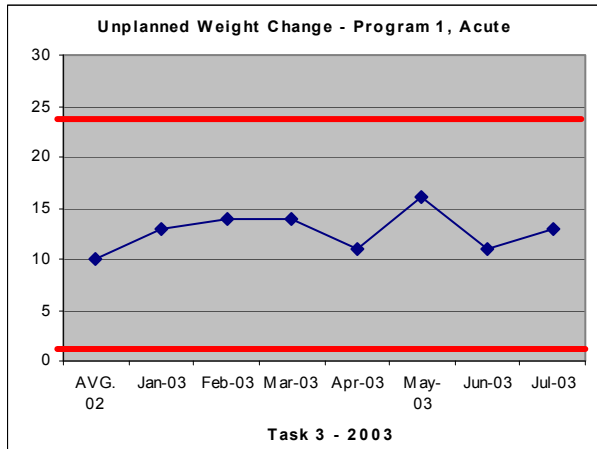
Task 01: Number of People with Pressure Sores (Stages I, II & III).

Task 02: Number of People with Diagnosed Aspiration Pneumonia.



Task 03: Number of People with Unplanned Weight Changes.

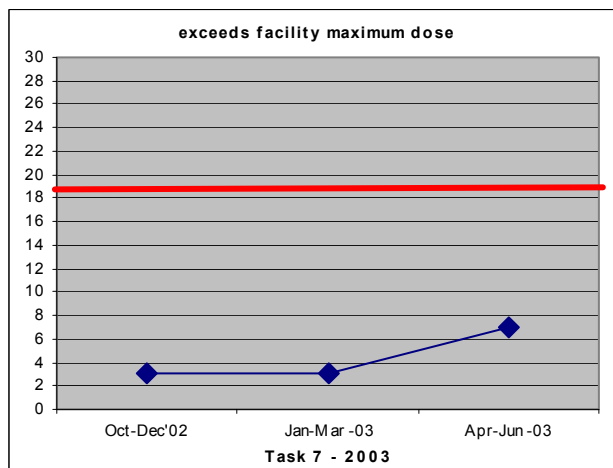
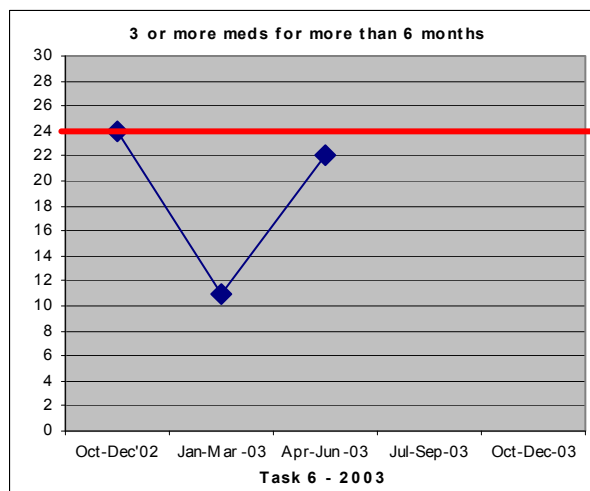
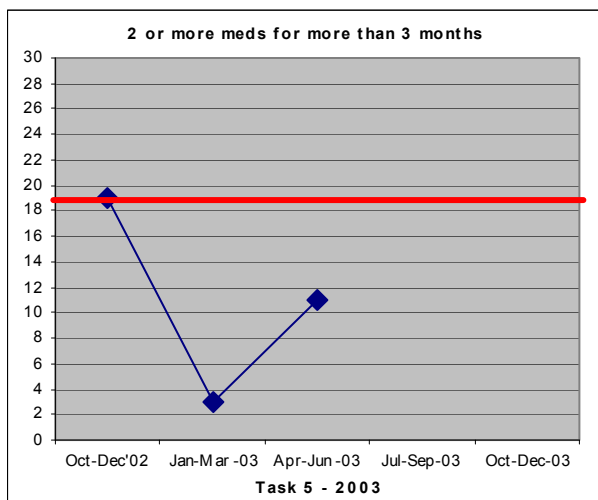
Task 04: Number of Applications of Restrictive Interventions—Mechanical and Chemical.



Task 05: # of Individuals on two or more medications for behavior modification from the same therapeutic category in use for more than three months.

Task 06: # of Individuals on any three or more medications for behavior modification from the same or different Therapeutic Categories for more than six months.

Task 07: # of Individuals on a medication for behavior modification that exceeds the facility maximum dose as indicated in Pharmacy Procedure #30.



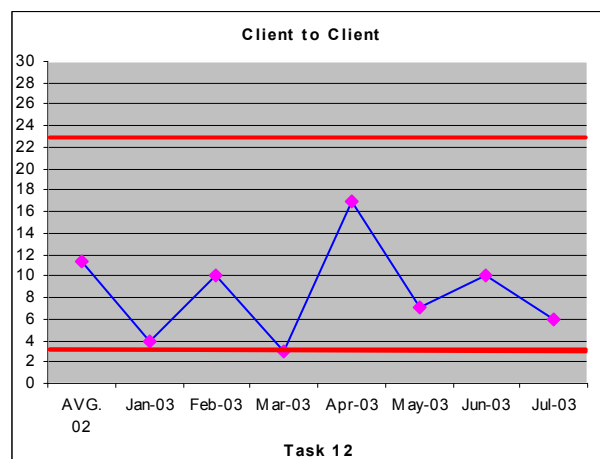
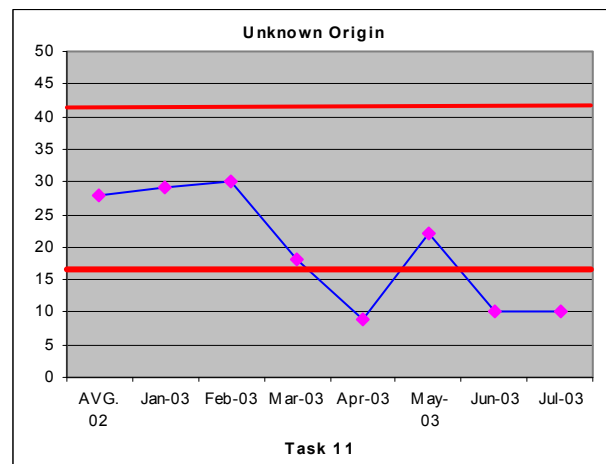
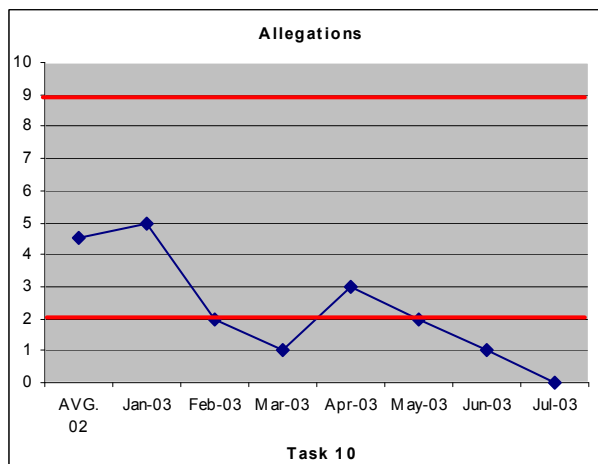
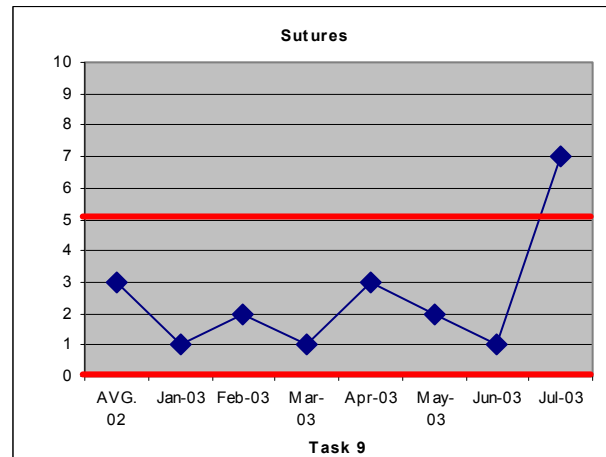
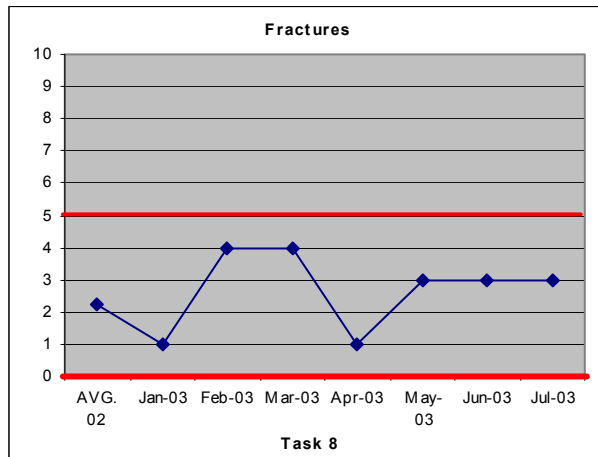
Task 08: Number of Instances resulting in a fracture.

Task 09: Number of Instances where a laceration requires Sutures.

Task 10: Number of Allegations of Abuse.

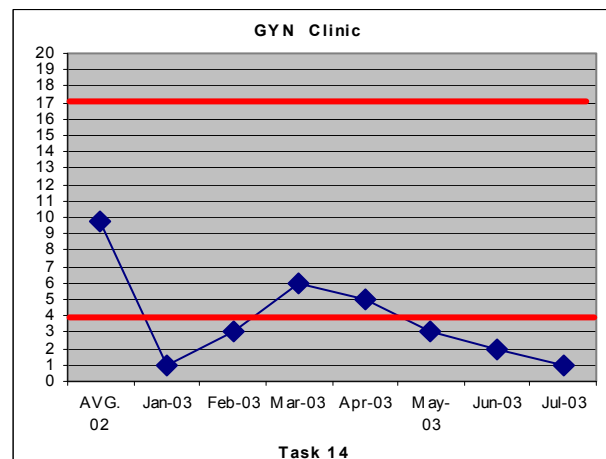
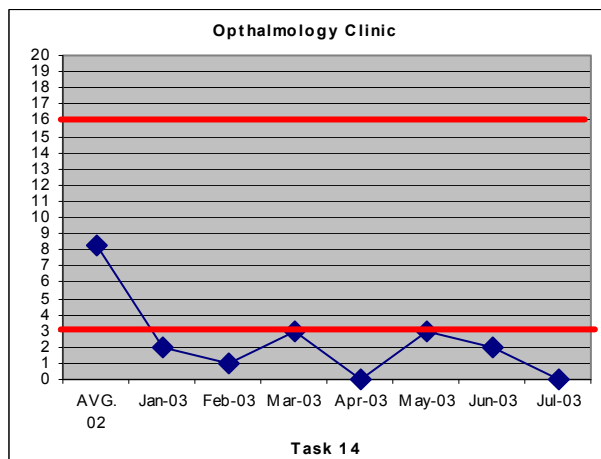
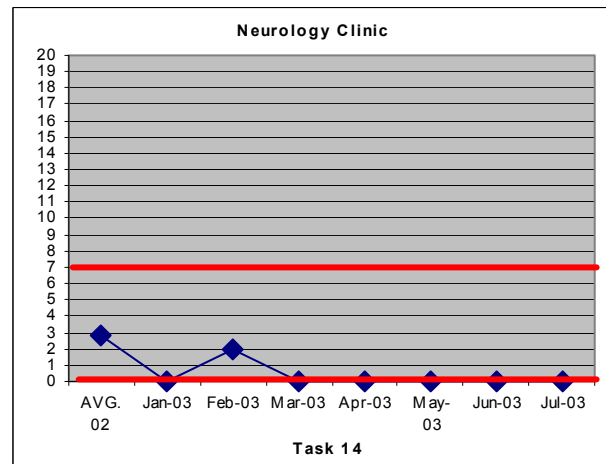
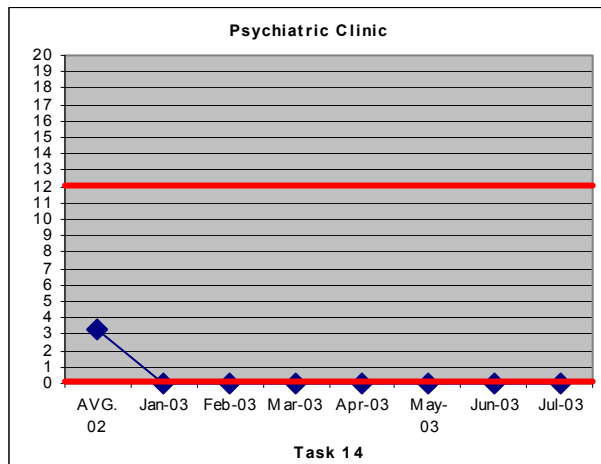
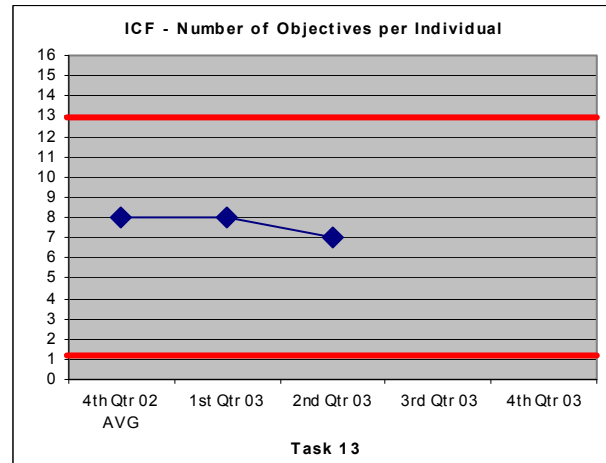
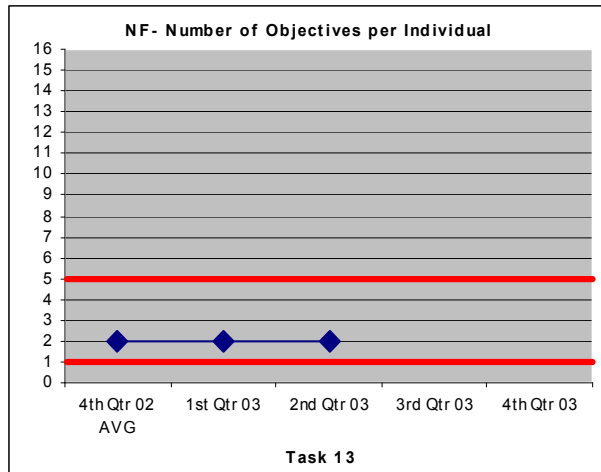
Task 11: Number of Injuries of Unknown Origin.

Task 12: Number of Client to Client altercations with Injuries.



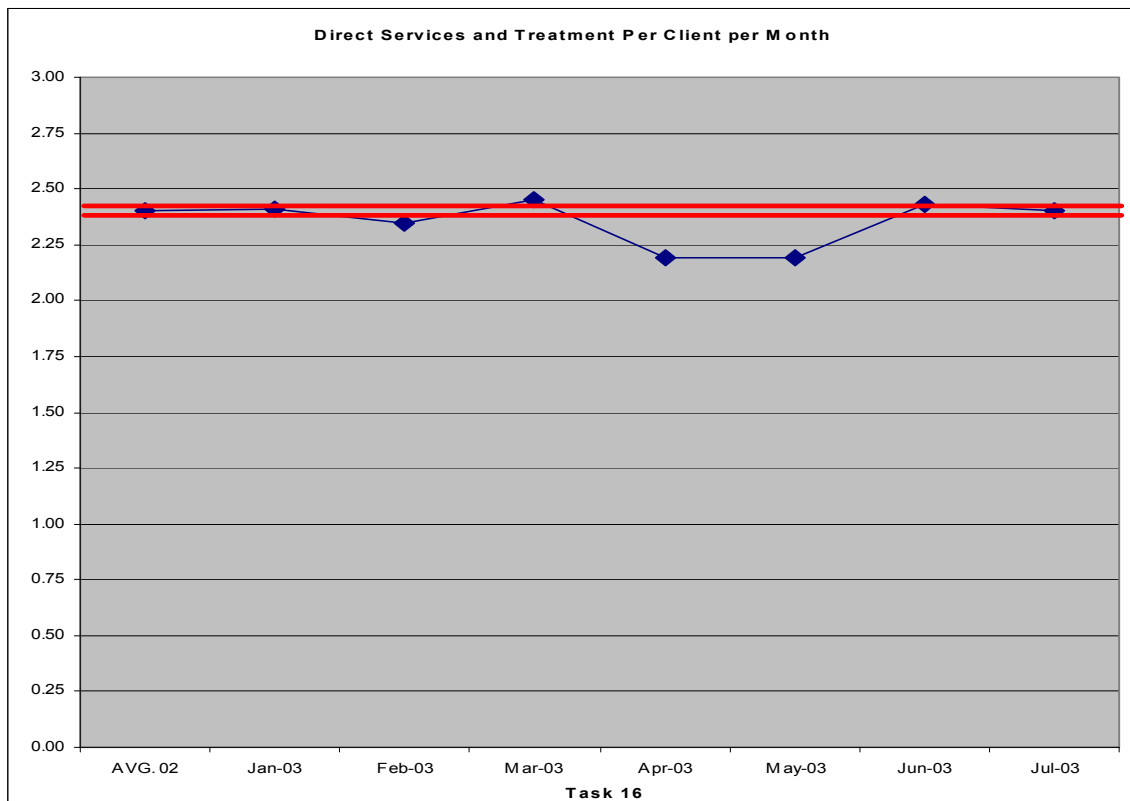
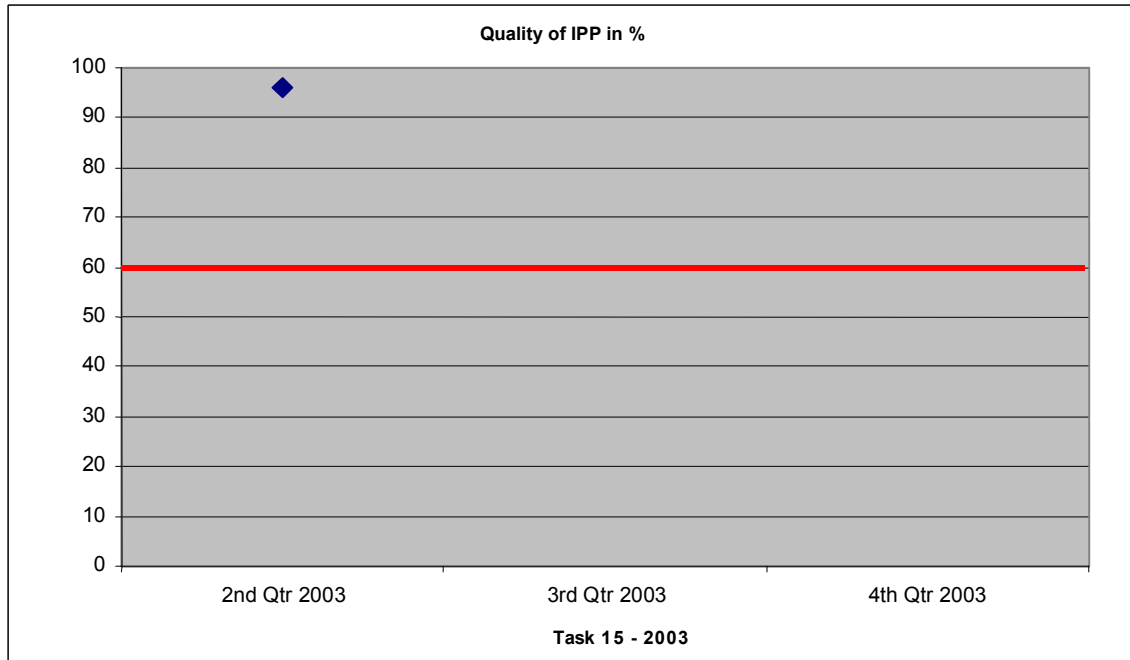
Task 13: Number of consumer training objectives (Objectives/Number of IPPs)—facility wide.

Task 14: Number of Pending Clinic Appointments (Psychiatric, Neurology, Ophthalmology, and GYN).



Task 15: Number of Quality IPPs based on needs/strengths as rated on an Audit tool.

Task 16: Number of Direct Services and Treatments per client per month by PM&R.



BAY AREA PROJECT

AGNEWS STAFF SUPPORT TEAM

FINAL REPORT

OCTOBER 2003

AGNEWS STAFF SUPPORT TEAM MEMBERS

| | |
|----------------------------|--|
| Rozsa Romvari, Chairperson | Assistant Administrative Services Director |
| Angie Speulda | Residence Manager |
| Bonnie Rouleau | Food Service Supervisor |
| Carmen Tomek | Program Director |
| Chris Prendeble | Plant Operations |
| Debra Thompson | Residence Manager |
| Diana Tavares | Management Services Technician |
| Dr. Margaret Lowe | Podiatrist |
| Dr. Henry Pohler | Staff Psychologist |
| Emma Jiminez | Office Technician |
| Gordon Gill | Community Program Specialist |
| Jerry Johnson | Program Assistant |
| Joe Soliz | Residence Manager |
| Kimberly Ponder | Personnel Officer |
| Laurie Freeman | Senior Psychiatric Technician |
| Lee Carreiro | Residence Manager |
| Letha Savage | Residence Manager |
| Lisa Melhouse-Mills | Director of Dietetic Services |
| Manny Guzman | Health Services Specialist |
| Noemi Lao | Recruitment Officer |
| Pam Rainey | Program Assistant |
| Rebecca Flores | Equal Employment Opportunity Coordinator |
| Rebecca McGown | Labor Relations Coordinator |
| Richard Ballard | Food Service Supervisor |
| Roy Johnson | Residence Manager |
| Ruby Striplin | Senior Psychiatric Technician |
| Ruth Richey | Asst. to the Executive Director |
| Stuart Boling | Chief Engineer |
| Tamara Rodriguez | Standards Compliance Coordinator |
| Terry Reed | Office Technician |
| Timothy Hill | Nurse Instructor |
| Valerie Murphy | Individual Program Coordinator |
| Veronica Meza | Staff Services Analyst |

AGNEWS STAFF SUPPORT TEAM CHARGE

Identify support and resources needed by Agnews' employees to develop their personal plans to maximize opportunities to utilize their expertise in future employment opportunities and to assure the provision of staff support systems during the transition process.

VALUES AND GUIDING PRINCIPLES

We Value Growth and Development

Each of us is in the process of growth. We provide opportunities that promote the development of employee's career objectives and opportunities that enhance job skills acquisition.

GUIDING PRINCIPLES

We communicate honestly and openly with each other by listening to all aspects of an issue before making decisions that could affect a person's life and the future of the organization.

1. We encourage each other to "go for" new opportunities by mentoring, teaching new skills, supporting choices, and challenges.
2. Identify and make available resources that assist staff in the development of personal plans that support the employee's objectives and maximize the impact of their expertise throughout the area.
3. Identify and assure the provision of staff support systems during the transition process.

SUMMARY OF TEAM PROCESS

Once the Staff Support Team was established we began a series of meetings with the express purpose of developing ideas to increase staff morale and retain employees at their current jobs. We wanted to expand on those ideas and make recommendations based upon those ideas.

One of our first concerns was determining how we could retain employees at the facility and minimize a "potential exodus." Since we had team members from various areas of the facility with different perspectives, it gave us a broad base of ideas and a truer sense and extent of concerns that we all faced. Some of those ideas included informing staff of other developmental centers' success with closures, consideration of hiring some part-time staff in the programs, building staff self-esteem and confidence through training sessions with outside vendors, letting staff know that the closure is still in the

proposal phase, and look at morale boosting activities that would formulate more solidarity amongst the staff.

Recognizing that we would only be beginning our task and that the real work would come at the point when an official announcement of the closure is made, the group decided that boosting staff morale was the first issue to be addressed. We again explored ideas on how to make this happen.

Along with the above task the group also felt that we needed to have additional information made available to staff who were contemplating retirement in the event of a closure, what staff may be out there talking about other job opportunities outside of state employment, transfers to other facilities not in jeopardy of closing, or career transitions and how that would look at this time.

Questions concerning the technical aspects of seniority points, SROA (State Restriction of Appointments) lists, potential lay offs, staff needs assessments, job availability in a faltering economy, and dwindling clientele at the center, required thinking beyond the parameters of our team. The Staff Support Team felt that this would be when the real work starts as we transition from stabilization and retention of staff to job placement strategies within other departments in the state service delivery system or to community-based employment opportunities. Agnews will have a career development center set up a year prior to closure, offering individualized assistance to staff in career planning, job search and related workshops.

The Department of Mental Health is opening a new facility in Coalinga. Phase I is scheduled to be operational around the same time Agnews is targeted for closure. The Executive Directors of both facilities have met to discuss a mutually beneficial plan to fill upcoming vacancies at Coalinga. Agnews is currently receiving job opportunities and exams for available positions at Coalinga.

The Staff Support Team is also in contact with Atascadero State Hospital and the Vacaville Correctional Facility regarding future employment opportunities for staff.

SUMMARY OF OUTCOMES AND RECOMMENDATIONS

Recommendations

1. Begin having activities/events that raise funds so that later freebies can be shared with staff at no additional cost.
2. In addition to the current sponsorship and career development, provide training to expand career opportunities for staff ensuring a smooth transition into new jobs.

3. Tee-shirt sales to give staff the opportunity to demonstrate their pride in their state employment at Agnews.
4. Develop a logo that is inspirational and states the direction that we are moving towards.
5. Create banners and display them for staff and the general public to read upon entering the campus.
6. Increase the number and type of registry staff employed by the facility.
7. Utilize more Retired Annuitants.
8. Establish a mentoring program for staff interested in promoting.
9. Post job opportunities in the private sector and with county and city governments.
10. Develop informational and job fairs.
11. Contact other state agencies for job opportunities and examinations.
12. Schedule baseball and volleyball games that promote camaraderie.
13. Coordinate family picnics and other events.
14. Set up an expanded career development center and training opportunities for resume writing, stress reduction, interviewing techniques, and one on one consultation addressing career planning and job searches.
15. Maintain close contact with the Department of Mental Health and Department of Corrections to provide transfer opportunity and/or participation on their examination process. The new facility in Coalinga slated for opening by Department of Mental Health may provide a wide range of job opportunities for Agnews' staff.

Outcomes

1. Since the closure proposal, staffing remains stable. The attrition rate for the first six months was 4.8 percent (attrition for the six months preceding the announcement was 6.2 percent).
2. Fundraising activities occurred. The fundraisers were, and continue to be, very successful.
Specific activities included:
 - a. BBQ for all staff to begin an account to purchase items as giveaways to staff;
 - b. Tee-shirt sale as a motivational tool for staff. Donations from CSEA and CAPT were received totaling \$600.
3. A new slogan was developed for the Agnews tee-shirt.
4. The tee-shirts have proven to be very popular among the staff.

5. Good staff participation in events that have been held since the inception of the group.
6. Staff is concerned about the future of our clients and the facility.

RECOMMENDATIONS IMPLEMENTATION PLAN

| # | Task Name | Start Date | Due Date | Who |
|----|--|--------------------|---|---|
| 1 | Tee-Shirt Fundraiser. | 03/03 | Ongoing | Rebecca Flores |
| 2 | Review official personnel files; bring seniority point verification and military duty form to the front. | 05/01/03 | 10/01/03 | Kimberly Ponder |
| 3 | Identify non-state agencies with PERS or STRS. | 05/01/03 | 10/01/03 | Rozsa Romvari |
| 4 | Identify all state agencies using the same classifications as Agnews. | 05/01/03 | 10/01/03 | Linda Pacheco Personnel |
| 5 | Invite PERS to provide information to staff planning to retire. | 05/01/03 | Quarterly | Linda Pacheco |
| 6 | Develop and finalize demotion charts. | 06/01/03 | 12/31/03 | Kimberly Ponder |
| 7 | Compute seniority scores for each staff. | 08/01/03 | 12/31/03 | Kimberly Ponder |
| 8 | Establish a contact with each state agency for exam and vacancy information. | 08/01/03 | 01/01/04 | Volunteers from the Staff Support Team/Noemi/Testing Staff |
| 9 | Begin retention incentive negotiations. | 10/03 (approx.) | | Headquarters |
| 11 | Offer information sessions on transfer eligibility taking exams with other agencies and how to find employment within State service. | 01/01/04 | Ongoing— Monthly. More often if requested. | Kimberly Ponder Linda Pacheco |
| 12 | Offer workshops on interviewing techniques. | 01/01/04 | Ongoing | Agnews' staff; EDD; State Training Center |
| 13 | Offer workshops on resume writing. | 01/01/04 | Ongoing | Agnews' staff; EDD; State Training Center |

| # | Task Name | Start Date | Due Date | Who |
|----|--|------------|-------------|--|
| 14 | Establish career center where Personnel staff provides individualized assistance. | 01/01/04 | 05/01/04 | Veronica/Linda |
| 15 | Place employees on surplus list and assist staff with SROA forms. | 07/01/04 | 07/04 | Kimberly Ponder |
| 16 | Agnews' employees will receive priority to fill vacancies at other developmental centers. | 07/01/04 | Ongoing | Other developmental centers. |
| 17 | Organize Job Fairs at Agnews—invite employers (state, municipal, and private). We may consider separate fairs for LOC and Non-LOC staff. | 01/01/05 | Monthly | Volunteers from the Staff Support Team |
| 18 | Other developmental centers will hold positions for Agnews' employees selected to fill vacancies until closure. | 01/01/05 | Ongoing | Other developmental centers. |
| 19 | Invite the Employment Development Department (EDD) to provide information on unemployment and other assistance offered by EDD. | 02/01/05 | Every month | EDD |
| 20 | Separate Limited-Term appointees. | | 04/01/05 | Kimberly Ponder |
| 21 | Issue lay-off notices. | | 05/01/05 | Kimberly Ponder |
| 22 | Lay off employees and establish re-employment lists. | | 06/30/05 | Kimberly Ponder |

Demographics

| | | |
|----------|--------------------------------------|-------------|
| 1 | Number of employees at Agnews | 1388 |
|----------|--------------------------------------|-------------|

| | | |
|----------|--------------------------------|--------------|
| 2 | Percentage of full time | 87% |
| | Percent of Part-Time | 5.40% |
| | Percent of Intermittent | 7.50% |
| | TOTAL | 100% |

| | | |
|----------|--|-------------|
| 3 | Permanent Employees | 1296 |
| | Temporary/Limited Term | 41 |
| | Intermittent/Retired Annuitants | 51 |
| | TOTAL | 1388 |

| | | |
|----------|---|------------|
| 4 | Percent of work force are women | 49% |
| 5 | Youngest age is 19 (one is PTA the other is PTT) | 2 |
| 6 | The oldest employee is an 80 year old Occupational Therapist | 1 |
| 7 | The average age is | 45 |
| 8 | Employees aged 50 or more | 44% |
| 9 | The majority of employees are in the 43-56 years age range | 57% |

| | | |
|-----------|------------------------------|-------------|
| 10 | Ethnicity data: | |
| | Caucasian | 21% |
| | Hispanics | 11% |
| | Filipinos | 44% |
| | African-American | 12% |
| | Asian | 11% |
| | Other Ethnic Heritage | 1% |
| | TOTAL | 100% |

| | | |
|-----------|---|-------------|
| 11 | Staffing breakdown: | |
| | Direct Care | 59% |
| | Level of Care Professional | 8% |
| | Non Level of care and administrative support | 33% |
| | TOTAL | 100% |

12. Listed below are the excluded and bargaining units and the number of employees in each.

| EXCLUDED EMPLOYEES | |
|---|-------------|
| Confidential (C01) | 1 |
| Confidential (C04) | 7 |
| Exempt | 2 |
| E48 | 5 |
| E59 | 1 |
| E97 | 1 |
| M01 | 8 |
| M16 | 1 |
| M17 | 2 |
| M18 | 9 |
| S01 | 10 |
| S04 | 4 |
| S07 | 2 |
| S12 | 6 |
| S13 | 1 |
| S15 | 11 |
| S17 | 10 |
| S18 | 32 |
| S19 | 5 |
| S20 | 4 |
| Subtotal | 122 |
| REPRESENTED EMPLOYEES | |
| R01 (Professional, Administrative, financial and Staff Services) | 35 |
| R03 (Education and Library) | 14 |
| R04 (Office and Allied) | 70 |
| R07 (Protective Services and Public Safety) | 13 |
| R09 (Professional Engineers) | 2 |
| R10 (California Association of Professional Scientists) | 1 |
| R11 (Engineering and Scientific Technicians) | 2 |
| R12 (Craft and Maintenance) | 38 |
| R13 (Stationary Engineer) | 10 |
| R15 (Allied Services) | 140 |
| R16 (Physicians, Dentists and Podiatrists) | 19 |
| R17 (Registered Nurse) | 219 |
| R18 (Psychiatric Technician) | 463 |
| R19 (Health and Social Services/Professional) | 93 |
| R20 (Medical and Social Services) | 147 |
| Subtotal | 1266 |
| Excluded employees | 122 |
| TOTAL | 1388 |

BAY AREA PROJECT

BUSINESS MANAGEMENT PLANNING TEAM

FINAL REPORT

OCTOBER 2003

TEAM MEMBERS

| | |
|---------------------|---|
| Karen L. Clark | Director, Administrative Services, Chair |
| Steve Marshall | Chief Plant Operations III |
| Lisa Melhouse-Mills | Director of Dietetics |
| Tracy Stephens | Fiscal Officer |
| Valerie Dunn | Accounting Officer |
| Bismark Lee | Trust Officer |
| Sid Villarosa | Food Service Quality Assurance |
| Eric Miser | Fiscal Services |
| Toni Moon | Communications Supervisor |
| Audrey King | Program Director |
| Debbie Dunham | Program Assistant |
| Terri Sievers | Program Assistant |
| Pat Hannum | Program Assistant |
| Henry Pohler | Psychologist |
| Jesse Estrada | Residence Manager |
| John Guinasso | Parent and Association for the Mentally Retarded at Agnews |
| John Kirby | Housing Choices Coalition |

BUSINESS MANAGEMENT TEAM CHARGE

Identify operational issues related to the Governor's proposal in areas such as, facility operations, construction projects, fiscal management, and space utilization.

VALUES AND GUIDING PRINCIPLES

To provide for continuity of care and services in all periods of transition and consolidation.

SUMMARY OF TEAM PROCESS

The Business Management Planning Team is comprised of Agnews Developmental Center's (Agnews) staff members who have involvement in the various aspects of the plan, a parent who has a vested interest in the outcome, and a community member with expertise in facility management. Consultant/s from the Department of Developmental Services have been assigned to each of the sub-committees to lend guidance and support. The 17 members chair the sub-committees that are addressing the operational tasks required when closing a developmental center.

CAMPUS

Agnews' campus has approximately 87 acres located in the heart of Silicon Valley. There are 48 buildings, 4 of which are for residential living. In addition, Agnews has 2 off-campus leased properties.

Agnews' has a Co-Generation Plant that is owned by OLS Energy-Agnews, Inc. The Lease Agreement is from December 1, 1990 to November 30, 2020. The Co-Generation Plant supplies steam for heat and electrical power to Agnews. Agnews intends to conduct a warm shutdown of the facility that will require some level of steam from the Co-Generation Plant.

SUMMARY OF OUTCOMES AND RECOMMENDATIONS

The committee began by establishing two focuses:

- Immediate: (#1) ensuring the most efficient utilization of space;
- Future: (#2) defining the plans required for a facility closure.

SPACE UTILIZATION (#1)

The goal was to develop and implement a plan that would enable the relocation of one off-campus leased property site onto Agnews' campus. The enclosure of Building #17 was required to provide additional space for on-campus work locations for many of the shops. Two Surplus Sales were coordinated and future sales will be scheduled on a quarterly basis. The following consolidation and centralization of programs/departments and services has been completed:

- Program 3 Management;
- Physical Medicine & Rehabilitation;
- Department of Dietetic Services;
- Office of Protective Services;
- Bay Area Project;
- Janitorial Management Offices.

Residential moves/consolidations:

- Consolidated Residence 556;
- Moved occupants of Residence 560 to 556;
- Moved occupants to 579 to 560;
- Consolidated Residence 866;
- Moved occupants of Residence 862 to 866.

It is anticipated that by the end of Fiscal Year 2003-2004, the:

- Intermediate Care Facility (ICF) programs will consolidate one residence and move another;
- Nursing Facility (NF) programs will consolidate two residential units.

FACILITY CLOSURE (#2)

The chairperson for each sub-committee has established working teams from all levels of the organization. Generally, each committee is addressing:

- The rules and regulations that pertain to their specific task;
- Reviewing facility and departmental policies and procedures;

- Developing systems to ensure compliance;
- Developing audit and monitoring tools;
- Developing guidelines for storage, distribution, and destruction.

CLIENT PROPERTY

Develop system and process for assuring that an individual's personal property is with them during any transition or movement.

- Policies and procedures detailing transfer of consumer property were researched and are available as a resource;
- Policy and Practice to be updated by workgroups;
- Develop inventory transition tool for consumer property;
- Complete physical inventory;
- Personal property to leave with consumer upon discharge.

COMMUNICATIONS AND INFORMATION SYSTEMS

Account for all Communications and Information Systems equipment up to and at the time of closure.

- Develop an inventory tool for accounting for all equipment by building and room number.
- Identifying specific equipment has been completed.
- Complete physical inventory.
- Establish a master list of all available equipment.
- Develop process for the transfer of equipment.
- Terminate services when indicated.

CONSTRUCTION PROJECTS

Develop and manage construction projects to assure the continuity of services in all periods of consolidation.

- Developed plans to remodel Building #17 for use as a warehouse.
- Prepared bid documents.

- Opened bids and selected contractor.
- Project began on August 18, 2003, and is scheduled to be completed by the end of September 2003.
- Relocate identified shops to Building #17 by October 30, 2003.

FISCAL & LEASES

Develop and manage a plan to assure Personal Services and Expenditures are within our Bluebook allocation.

- Monitor Personal Services and Expenditures.
- Plan for additional costs associated with attrition and closure.
- Plan for staff retention costs.
- Plan for additional costs for relocation of consumers and staff.
- Project termination of contracts, when no longer needed.
- Project and plan for costs associated with a warm shutdown.
- Develop plans for consolidation of leased properties when feasible.

HAZ-MAT

Properly dispose of all hazardous materials and substances, and clean up at the time of closure.

- Review of Government requirements, regulations, policies and procedures for safe handling, and storage of substances have been completed.
- Develop one centralized inventory of all hazardous materials and substances.
- Complete an inventory of hazardous materials and substances by location.
- Identify the record keeping requirements.
- Identify hauling companies and fees for disposal and clean up.
- Inform Fiscal of the financial impact.

HEALTH & SAFETY

Manage and account for employee health and safety cases up to, and at the time of, closure for both Agnews Developmental Center and Stockton Developmental Center (Stockton).

- Identify retention guidelines.
- Identify new storage location for Agnews and Stockton non-active files.
- Identify new location for Agnews and Stockton active files.
- Purge per established regulations.
- Develop database for all active and non-active files.
- Identify Material Safety Data Sheets' (MSDS) storage guidelines.
- Compile all MSDS information for retention.
- Endorse all health and safety cases and MSDS to the new location/s.

HISTORICAL

Preserve historical artifacts, records, proclamations, photographs, documents, plaques, stained glass windows, memorial park, and furnishings that have historical value.

- Identify ledgers by content, number of volumes for each subject, and years covered.
- Identify proclamations, photographs, documents, and letters of historical value.
- Identify microfilm that has historical value.
- Inventory small and large historical furnishings.
- Inventory stained glass windows from chapels.
- Identify community resources for potential sites of future historical artifacts.
- Develop process for transfer of all historical artifacts.

PHYSICAL PLANT

Develop a plan for the warm shutdown, relocation, and removal of the physical plant.

- Develop plans to shut off utilities.
- Develop plans with OLS Energy-Agnews, Inc., California Energy Commission, and the Department to address the issues of the Co-Generation Plant.
- Prepare plans for the removal of various modular buildings, metal sea containers, portable freezers, and generators.
- Develop plans to remove the fuels for the emergency generator and boiler room when no longer required.

- Develop plans to consolidate and distribute facility plans to the appropriate agencies.

POST CLOSURE ACTIVITIES

Develop and plan for the maintenance of the facility until it is turned over to the new tenants.

- Prepare plans to maintain the landscape.
- Develop plans to maintain the buildings in a warm shutdown condition to prevent deterioration of the buildings.

RECORDS

Develop and account for all program/departmental records.

- Identify Administrative policies and procedures.
- Develop guidelines for retention and destruction of records.
- Identify and develop a master list of all programs/departments by location where records are kept.
- Identify time frames for reviewing records.
- Develop a tracking and reporting system for document review.
- Determine the final organization, storage, and access methods of documents.
- Develop the major document listings and prepare the final disposition of records for Records Management position.
- Develop a computer database for tracking.
- Identify new locations of distribution.
- Develop policies and procedures for transfer of authority.

SECURITY

To ensure consumer's property, record, and state property are secure up to and after the closure of the facility.

- Identify a central location for the storage of surplus property.
- Develop a database to monitor the inventory of surplus property.
- Establish a system to secure the transfer of consumer and state property.

- Establish a system to protect buildings as the utilization decreases.
- Develop a plan to provide additional security for the campus during the last year of operation and after closure.

STATE PROPERTY & SUPPLIES

Manage and account for all state property up to and at the time of closure.

- Review of policies and procedures detailing transfer of state property has been completed.
- Categories of supplies and property have been identified.
- Develop inventory tools for each program/department.
- Develop a computer database.
- Complete a physical inventory.
- Establish a list that can be reviewed by other facilities.
- Establish a tracking system for the distribution of supplies and property.
- Distribute supplies and property.

TRUST

To ensure a process is developed to assure that an individual's Trust Account-related needs are timely and efficiently met.

- A system to forward all consumer funds at the time of discharge has been developed.
- Close both savings one and two accounts.
- Identify which checking accounts are closed or forwarded to a responsible party.
- Resolve all outstanding Community Shopping Requests.
- Ensure all remaining credit card bills are paid.
- Close all credit accounts.
- Close consumer payroll.
- Finalize all Trust Office-related business with outside vendors.

IMPLEMENTAION PLAN FOR RECOMMENDATIONS

The “Immediate” focus areas are being addressed to ensure the most efficient utilization of space. The “Future” focused areas will be implemented upon the approval of the Governor’s proposal to close Agnews.

BAY AREA PROJECT

FUTURES PLANNING TEAM

FINAL REPORT

OCTOBER 2003

FUTURES PLANNING TEAM MEMBERS

Angela C. Vrbanc-Libby

Ron Willsey

Sheryl Kuhn

Alan Wilens

Chris Castelli

Amanda Good

Patricia Moix

Barbara Siemons

Maria Coker

Michael Kottke

Kevin Braud

Thomas Gunn

Rocio Smith

Diana Jorgensen

Barbara Garcia

Jennifer Lucas

Jake Myrick

Luis Mercado

Jim Revels

Eric Gelber

Paul Devlin

Sue LeBarre

Julie Rienhardt

Joanie Pepper

Sister Mary Grace Puchacz

Agnews Development Center

San Andreas Regional Center

Regional Center of East Bay

Golden Gate Regional Center

Regional Project of Bay Area

Agnews Developmental Center

Regional Center of East Bay

Parent

Regional Project of Bay Area

San Andreas Regional Center

Golden Gate Regional Center

Representative—Association for the
Mentally Retarded at Agnews

Area Board V

Contra Costa DD Council

Alameda County DD Council

Area Board VII

Delta Regional Project

Agnews Developmental Center

Relative

Protection & Advocacy, Inc.

Parent

Agnews Developmental Center

Imagine Supported Living Services

Parent

East Bay Services DD

FUTURES PLANNING TEAM CHARGE

Develop and implement a person-centered planning process that will result in the identification of a preferred future for each Agnews Developmental Center (Agnews) resident. Receive and analyze information from the interdisciplinary teams (IDT). Develop and monitor transition plans for each person.

VALUES AND GUIDING PRINCIPLES

We are guided by **respect and honor** for each person's needs and preferences. Therefore, we assure for each individual the following:

1. There are no shortcuts. Whether transitioning to the community or another developmental center, planning is individually oriented.
2. Consumers/families/advocates participate in transition planning to the maximum extent possible. Their preferences should be documented in their Individual Program Plan (IPP).
3. An individualized transition meeting, Community Living Options meeting, that includes familiar staff, is held for each person.
4. The individual and his/her needs drive the type, number, and duration of transition activities. (Transitioning from a developmental center can take an average 30-60 days depending upon the needs of the individual.)
5. Choices will be available to each individual in all areas of their life.
6. The future staff provider will spend time with each individual at Agnews, getting to know their program and routine.
7. Everyone visits their new home before they move.
8. Familiar staff accompanies each individual for training and transition.
9. We recognize that not all preferences will be reflected in the available options. Every effort will be made to present options that reflect as closely as possible to each individual's preferences and to honor those preferences to the maximum extent possible.
10. Unique and individualized items and equipment, including those considered facility property, is identified and moves with the individual.
11. Providers are fiscally-compensated for additional transition costs. (Costs to the provider, during the time between identification of the home and placement, including, but not limited to, staff compensation during training and transition activities.)

SUMMARY OF TEAM PROCESS

The Futures Planning Team first met on February 6, 2003. Over the next month, the initial core group, comprised of members from three regional centers, Regional Project of the Bay Area (RPBA) staff, a parent, and Agnews' staff, continued to meet a total of six times. A complete review and evaluation of all existing assessment documents and policies regarding Individual Program Planning as submitted by the three regional centers and Agnews, was undertaken. After some very long and involved discussions totaling nearly 18 hours, the group extrapolated the most significant items from these various documents and developed two forms that could be utilized in gathering consumer specific data as follows:

- I. Review of Needs; and
- II. Review of Living Arrangements and Preferences

Together, these two forms comprise the Futures Planning Process Worksheet (see Attachment 13 of the Agnews Closure Plan).

The "Review of Needs" information focused on areas such as basic identifying information, family/advocate, legal status, health and medical services, special behavioral and safety needs, mobility issues, communication, and activities of daily living. Over the next six months, this information was compiled by Agnews' staff from existing professional assessments available in the clinical record. The data collection process was completed August 2003.

It was determined that a series of ongoing dialogues amongst those people who are most significant in the life of each individual served would be the best way to capture the information for the "Preferences" portion of the Futures Planning Process Worksheet. This was a collaborative effort between the consumer, their family/friends/advocate, a liaison from the appropriate regional center, and Agnews staff—typically the social worker. These dialogues occurred outside the Individual Program Planning process and were meant to glean preliminary data. Each of the three primary regional centers: San Andreas, Golden Gate, and East Bay, committed additional staff resources to this effort. All involved staff was provided with an initial training session on March 17, 2003, to ensure the right players participated and the right approach was utilized in this process. Two months later, a follow-up session was held on May 19, 2003, to discuss how the process was coming along, and troubleshoot issues and unique situations. Beyond simply gathering data, this process helped to build a foundation of trust and formed the basis for a new/improved relationship amongst various stakeholders.

This portion of the Futures Planning Process Worksheet deals with those wishes and dreams of consumers and their families. It was important that their voices be heard and information documented with regard to their preferences. Thus, an open-ended discussion of such areas as preferences (with regard to living arrangements, relationships, roommates, access to community resources ranging from medical services to recreational opportunities, location, job goals, educational needs, etc.), occurred. This was just to begin the dialogue. It was not intended to determine final choices, which may occur at a later date through the traditional Individual Program Planning process, but to prepare people's minds for contemplating what is most important to them and what might be possible.

What has ultimately resulted from the completion of the Futures Planning Process Worksheet is the development of a preliminary database, maintained in the RPBA offices at Agnews. This database has the capacity to sort and portray data in a myriad of ways, including but not limited to: medical needs, communication, behavior issues, geographic concerns, community resources, regional center, work programs, etc. It can also sort by multiple items, providing the Community Development Team with direction as they begin their work on a regional level to further improve the service delivery system to individuals with developmental disabilities.

It is important to emphasize again that this process does not substitute for the IPP and/or Community Living Options meetings, which will continue to occur to enable individuals, their families/advocates, etc., to make definite decisions when placement activities are already underway.

Additionally, the Futures Planning Team took on the tasks of education of consumers and families, supporting people through the challenges of transfers/transitions, and the development of a monitoring process to evaluate the efficacy of the outcome of those transitions. Three sub-groups of the Futures Planning Team are developing the plans for these areas. Much of this activity is still in the development stage and will be captured in the recommendations portion of this report, but a quick summary of their aims should suffice to describe their missions.

As part of educational activities, family members and consumers, alike, are afforded the opportunity to visit various community homes. Further, Agnews has the first of three "Agnews Alumni Socials" planned for September 25, 2004. The goal of these meetings is to offer information about community living in an environment that is safe and fun. People who previously lived at Agnews have been invited back to present information and show a video that details their day-to-day lives. For people currently living at Agnews, there will be a chance to ask questions of those who have experienced a major change in their home environment, and how it is different, and what they might expect.

To prepare for that transition, the subgroup for this task plans to provide training to Agnews' staff and future care providers. Some of their anticipated topic areas are: how to recognize and minimize transfer trauma, stress reduction, how to identify and understand the strengths that staff can bring to a successful transition, identifying and addressing non-verbal responses, and the development of a transition-monitoring tool.

It is anticipated that this transition tool will be incorporated into the Individual Program Planning process in the coming year and be updated at all subsequent team meetings. It is likely to include items from the Futures Planning Process Worksheet, as well as those areas—both tangible and non-tangible—which are essential to a successful transition. As new living and service options are in the process of being planned for and developed, this will allow the consumers and their families to begin the narrowing down process toward more concrete decisions and identifying priorities of those factors that are most significant to them. This will also give them an opportunity to influence the development of those homes and services in the community (through their input at the IPP), assuring that the very specific and individualized needs of their family members are addressed prior to placement.

The monitoring component is intended to evaluate the efficacy of the outcome of transition plans. This is not intended to overlap with existing monitoring activities already established and occurring on the part of regional center case managers and RPBA staff. Rather, it will be an assessment to determine on which preferred items, services, supports, etc. our process succeeded in providing the consumer with his/her desired outcomes, and how many were we able to do so for each individual. It is anticipated that the transition tool would be utilized one final time at the 30-day meeting after placement, to determine whether or not the transition process was successful in providing the individual with their identified needs and preferences as determined in their IPP.

SUMMARY OF OUTCOMES AND RECOMMENDATIONS

1. Development of trust and a cooperative spirit amongst all stakeholders.
2. Completion of discussions regarding an individual's preferences one person at a time, case by case.
3. Development of a database to capture and depict congregate data regarding individual needs and preferences.
4. Develop and implement a Quality Assurance (QA) process with families/relatives having experienced preliminary "Futures" discussions.
5. Education of consumers and their families/advocates regarding futures planning resources, providing an opportunity to make informed choices.

6. The development of a Comprehensive Training Curriculum for Agnews and community care providers regarding the recognition and mitigation of the issues surrounding the transition process.
7. Completion of a transition tool to be utilized in conjunction with Interdisciplinary Team (IDT) meetings to capture needs and preferences, both tangible and non-tangible; and to be utilized as well to audit the efficacy of the transition plan.

RECOMMENDATIONS IMPLEMENTATION PLAN

Goal 1—Education of consumers and their families/advocates regarding futures planning resources:

1. Create a packet of information detailing current community service options and regional center responsibilities.
2. Create a packet of information detailing future options for people with developmental disabilities living in the community.
3. Host a parent panel, open to all families, possibly at an AMRA meeting. The focus will be to highlight positive transitions into the community.
4. Create an “Information Center” at Agnews which will include materials, meeting announcements, and brochures about community living.
5. Continue to offer “Agnews Alumni Socials.”
6. After the Socials, print a picture of the consumer and a brief history in the “New Beginnings” newsletter.
7. Continue community services tours, publicizing them in the “New Beginnings” newsletter and at the Information Center.
8. Highlight community providers in the “New Beginnings” newsletter.
9. Continue to offer tours of community living environments to parents/families through AMRA, RPBA, regional center liaisons, or via contact with Agnews’ social workers.

Goal 2—Completion of a QA process with families/relatives having experienced “Futures” discussions.

Parent member of the Futures Planning Team to contact random sample of relatives who have undergone the process and receive feedback as to what worked, what didn’t, and what could be done to improve the process.

Goal 3—The development of a Comprehensive Training Curriculum for Agnews and community care providers regarding how to recognize, minimize and prevent transition traumas.

1. Transition Committee to establish curriculum including but not limited to the following:
 - a. How to identify and understand the strengths and gifts that individual staff can bring to a successful transition.
 - b. Stress reduction for both staff and consumers, bringing and keeping a balance in life.
 - c. Identifying and addressing nonverbal responses.
 - d. Use, benefits, and implementation of the transition-monitoring tool.
2. Identify/recruit consultant with expertise in the area of transition trauma issues.
3. Hold two Focus Groups with direct care staff for input on the “Transition Tips” and the tool to monitor the integrity of the transition.
4. Develop a laminated brochure on “Transition Tips.”

Goal 4—The development of a transition/monitoring tool to be used as a living document to identify needs and preferences, in conjunction with the IDT, which are important to the consumer. This document will be embedded in the transition plan, as part of the IPP, to ensure a smooth process. This tool will also be utilized to audit the outcome for those people who have moved to the community to determine the efficacy of the transition plan at the time of their 30-day meeting.

1. Develop a tool (in conjunction with the Monitoring Subcommittee) that will identify “tangibles” and “non-tangibles” which are important to the consumer, that will be embedded in the IPP, to enhance a positive transition.
2. Train IDTs in the use and purpose of this tool in conjunction with the IPP process.
3. Ongoing support at team meetings to the consumer and other team members as they begin to narrow the focus and begin to make more definitive decisions regarding the person’s needs and preferences, the prioritization of these desires, and accurate documentation of this.
4. Through the person-centered process at IDT meetings, assist the person and their family in making educated decisions, through information about what is currently available, what is being proposed, and what other possibilities may exist.

5. Periodic spot checking of this process and resultant documentation by identified Agnews, RPBA, and regional center staff to identify trends, patterns, etc. and communication with the Community Development Team.
6. RPBA to design a new database to capture the data mentioned above and update regularly, as team meetings occur and more definitive decisions are made.
7. RPBA to input data at the time of the 30-day meeting after placement, and provide reports to the QA Group regarding efficacy of the outcome of the transition plan.

BARRIERS AND RESOLUTIONS

Barrier 1: Many consumers currently living in the community do not work, or those placed must wait for a job to be provided.

Resolution: *We must create jobs in the community through partnerships with businesses for individuals who wish to work and be paid.*

Barrier 2: Individuals who do work make less money than while at Agnews.

Resolution: *Need to adjust for this if possible, or prepare consumers for the likelihood of less take-home pay.*

Barrier 3: Typically, community service providers receive financial reimbursement only after the individual has been placed.

Resolution: *Providers and their staff should be fiscally compensated while the transition process is occurring.*

Barrier 4: Current state law does not allow for the transfer of specialized equipment, materials, and furniture to be transferred with the individual as they leave Agnews.

Resolution: *Create/revise policy to ensure individuals who do leave Agnews may do so with all necessary specialized equipment, materials, furniture, etc.*

Barrier 5: There is no method to inform consumers/families of all existing housing options or concepts for possible housing options in the future, hindering informed decision-making.

Resolution: *Educational processes underway by the Futures Planning Team address these issues (see Goal #1 above).*

Barrier 6: Currently, there is no provision for having locked environments in the community for individuals with special behavior needs whose personal safety requires this type of structure.

Resolution: *Revise regulations as necessary to permit locked community homes.*

Barrier 7: QA mechanisms are fragmented. Department of Health Services, regional centers, RPBA, Agnews, etc. all have various processes. There is no database maintained for all this information, routine feedback to providers, process for loop closure, or method for reviewing systemwide issues and taking corrective measures for the entire service delivery system to improve the overall quality of services.

Resolution 1: *RPBA to develop database regarding transition and outcome data as outlined in Goal #4 above.*

Resolution 2: *QA Sub-Group of the Community Development Team to review data and develop system to address feedback, loop closure, and corrective measures on a systemwide basis to enhance service delivery.*

BAY AREA PROJECT

COMMUNITY DEVELOPMENT PLANNING TEAM

FINAL REPORT

OCTOBER 2003

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1. **COMMUNITY DEVELOPMENT TEAM MEMBERSHIP**

The Community Development (CD) Team is comprised of a total of 35 members representing a variety of agencies and organizations currently providing services to consumers served through Golden Gate Regional Center (GGRC), Regional Center of the East Bay (RCEB), and San Andreas Regional Center (SARC). Membership includes consumers and parents (both from Agnews Developmental Center [Agnews] and the community), parent organizations, Area Boards V and VII, advocacy groups, service providers, legislative office representatives, regional centers (GGRC, RCEB and SARC), Department of Developmental Services (Department), and Agnews Developmental Center (Agnews) staff. In addition to these 35 members, the CD Team initiated four workgroups from which the recommendations and implementation plans were developed.

As a beginning phase, each of the four workgroups established their membership based upon identified interest, expertise and geographic location to assure representation from all three regional center catchment areas. Membership continued to grow throughout the process as each workgroup recognized the need for expertise and/or as people expressed a desire to participate. Representation on each workgroup was designed to facilitate the greatest resources based upon the task assigned to that group. Additional membership was sought when needed via personal contacts, newsletters, and word of mouth. Within these four workgroups there are 65 members, some of whom are on more than one committee or workgroup. Overall the cross representation on these workgroups is identical to the CD Team with some additional expertise drawn in when necessary to accomplish the assigned task.

(Refer to Attachment 1A – 1G for the list of members involved on each committee/workgroup.)

2. **COMMUNITY DEVELOPMENT TEAM CHARGE**

Coordinate the development of services and supports that will be responsive to the needs of Agnews' residents transitioning to community services.

3. **COMMUNITY DEVELOPMENT TEAM PROCESS**

The CD Team held their first meeting in March of 2003. The initial meeting was established as an opportunity for each member to meet the entire composition of the team, to learn more about the charge assigned to the committee by the Department, and to select additional membership on one or more of the four workgroups that had been established. Additionally at this first meeting, the team established the "ground rules" for their operations and reviewed the timelines

established for completing all of the work required. On a monthly basis thereafter the CD Team met to provide an update to all members regarding the ongoing activities, working recommendations, and ideas from each workgroup. These meetings also afforded CD Team members, who were not part of the four workgroups, the opportunity to ask questions, clarify issues, and identify any recommendations for the workgroups to consider.

The four workgroups that were established as part of the CD Team to compile the summary of recommendations, barriers and implementation plans, were: (1) Housing; (2) Service Hubs; (3) Support Services; and (4) Quality Assurance.

The starting point for each workgroup was to review the charge established by the CD Team, and to determine the values and guiding principles that would support this charge. These values and guiding principles allowed each workgroup to remain focused on the important aspects of their task and in the end to measure their final recommendations to those principles established.

The second phase for the four workgroups was to develop a work plan that outlined each of the necessary tasks required to formulate the recommendations that would meet the needs of the people served at Agnews and the community at large. Each of the work plans had an emphasis on gathering written information, identifying and meeting with “experts” within their respective areas, and meeting with consumers and parents/family members who could offer their personal insight into past and current services received. Each of these steps offered the workgroups additional information in what has worked in the past, what was needed in the future, and what the preferred options were for living, working, and prospering in the community.

The final phase in the process was the development of recommendations and implementation plans. This process began by reviewing demographic information regarding the persons who reside at Agnews from the Futures Planning process. Information regarding specific service needs and strengths, as well as their preferences and priorities, established the foundation for this plan. Once a preliminary plan was drafted, the plan was discussed with the other CD workgroups to assure that the final plan and recommendations were integrated into one comprehensive plan.

(Refer to Attachments 2 and 3 for the list of resources and experts utilized to formulate these recommendations.)

4. **GUIDING PRINCIPLES**

The CD Team began this process with the foundation of the Bay Area Project's three guiding principles. These principles are as follows:

(1) Build quality into every option from the beginning; (2) Do it right the first time; and (3) Pay for it once.

As each workgroup formed their guiding principles, a more inclusive set of principles were formulated as the driving force behind the CD Team. These principles have assisted the CD Team, and each workgroup, in maintaining a focus on the men and women served at Agnews and the specific needs of this group of people. They are as follows:

a. **Start With The Person**

We will assure that each step of this process begins, continues and ends with each person in mind. We commit to ensuring that whenever and wherever possible the development of services and supports will be based upon the needs, preferences and priorities of each consumer, and when appropriate, family members and/or circle of support, to guarantee a successful transition into community living.

b. **Do It Right The First Time**

We will plan and develop a range of options keeping in mind "one person at a time." Each person's interdisciplinary team (IDT) will review a range of options to assure that the option selected is consistent with the person's needs, preferences, and priorities. We will assure that our commitment to people living at Agnews will focus on expanding resource and provider ability, accessibility, and availability to assure necessary services are accessible.

c. **Build A Sense Of Community**

Building a sense of community supports a commitment to each individual, family member, and person involved of the importance of established relationships and partnerships. This commitment assists us in defining who we are today and who we hope to be in the future. It allows us to become an active part of our new community while maintaining those connections we have already established, based upon a shared sense of vision and direction. In building the community we commit to continued services that do not compete with other supports and services but allows us to become partners with existing resources.

d. **Build Quality Into Every Option From The Beginning And Thereafter**

We've made a promise to the people that we serve. We will keep that promise today and tomorrow. The future that we develop will be individualized, comprehensive, and reliable. We commit to identifying "excellence" in all we do that promotes state-of-the-art services and best practices throughout the developmental service system. We will create a systemwide culture of continuous quality improvement based upon partnerships and mutual supports that assures accountability for the system at all levels of the service delivery system. The State will be an active and ongoing partner in making it happen.

e. **Pay For It Once**

A goal of the Bay Area Project is to develop a stable range of services that are responsive to the needs of the people who live at Agnews, and that will be an ongoing resource to Californians who require developmental services. We will find ways to establish secure settings that are dedicated to developmental services and we support use of universal design concepts that meet the needs of the individuals and staff to assure living options for life.

f. **Provide A Safety Net of Services and Supports**

Our commitment is to provide a range of services and supports as a safety net for those individuals whose needs exceed the capacity of established resources. In doing so we commit to focusing on expanding resources and provider ability, accessibility, and availability.

g. **Become A Regional Resource**

The developmental service system is a part of the larger community. Our values and the law require us to form partnerships with the full range of resources that impact California citizens. We commit to joining with the established service system and regional centers in exploring ways to form and strengthen those working relationships.

h. **Design A Stable Service System**

An important aspect in assuring a permanent and stable service delivery system will be the need to separate the ownership of the housing from the group or individuals that will be providing the support and/or services to

the consumer. This assures stability of ownership, commitment to keeping people in their homes 'for life' and also allows for the necessary changes or adjustments to service and supports based upon consumer need.

i. **Develop Fiscally Responsive And Cost Effective Services And Supports**

The commitment in any and all service designs will be to assure that the end result will be one that is fiscally responsive and cost effective. One mechanism to assure this commitment will be to maximize federal participation in all aspects of the service delivery system. We will not design any service or support that does not make sense for the consumer and for the dollars expended.

5. **OVERVIEW**

Agnews has been an integral part of the Bay Area developmental service system for the past 40 years. The re-engineering of this service system should result in a future that makes sense for the persons who reside at Agnews, their families, the staff who serve them, and the community that they will live, work and play in.

The overall system design within the four workgroups was developed based upon the premise that people from Agnews would have the opportunity to move into the community, near family members. For a greater percentage of consumers this would be within the greater Bay Area based upon family location. Additionally, the emphasis of design was to ensure that the developmental services system in the Bay Area was strengthened and enhanced as a result of the Bay Area Project. This emphasis is to assure consumers leaving Agnews would continue to have the quality, stability, and support needed to make this transition successful.

Each of the four workgroups within the CD Team has submitted reports that identify a number of items for consideration. Overall emphasis in each of the workgroups is as follows:

a. **Housing**

Identifying the options for building homes and living arrangements that make sense for people at Agnews, keeping in mind the importance of each individual's needs and unique and innovative concepts. This includes elements such as Appropriate Housing Components; Cost of Housing Types; Descriptions of the Housing Types; and Financing

Strategies. A primary focus and emphasis includes the importance of assuring the permanence of these living arrangements to ensure they are available 'for life.'

b. **Service Hubs**

Designing services for consumers to continue to receive all of the necessary support and services required to maintain their health and well being, as well as a system design to serve people currently residing in the community. In addition, the Service Hub design focuses on support services to providers and vendors as a mechanism for improving the overall quality of services provided and increasing the strength in the service delivery model.

c. **Support Services**

Designing a list of services that would be required to facilitate a successful transition into community life. This list encompasses Day Services and Supports; Recreation and Leisure Services and Supports; Living Options Services and Supports; Auxiliary Supports and Services; and Transition Services and Supports.

d. **Quality Assurance**

Designing a Quality Assurance (QA) system that will ensure the people leaving Agnews continue to receive the quality of services and supports needed to be successful. The design of this system expands the overall monitoring of services to people in the community and increases the emphasis on outcomes and satisfaction as well as the day-to-day service monitoring. Additionally, it is based upon the conceptual model that balances compliance monitoring and quality of life outcomes utilizing the overall framework of the Centers for Medicare & Medicaid Services (CMS)-Home and Community-Based Services Waiver (HCBS) Quality Improvement (QI) framework.

6. **COMMON THEMES**

There were a number of common themes, or recommendations, identified throughout each of the workgroups. These themes identified that the Bay Area Project must assure:

- a. Focus on the individual and the importance of developing services and supports that respond to the individual first, rather than attempting to fit an individual into an existing resource that may be unsuited to his or her needs.

- b. Focus the development of services that “bring” supports to the consumer rather than requiring the consumer to travel to the supports to promote stability of the person in his/her home.
- c. All efforts in designing new services, systems and supports must be directed at integrating with already existing community supports.
- d. Services that will be located close to families and in areas that assure access to community resources.
- e. Development will not be constrained by established models; innovation, and best practice will be supported.
- f. A range of staff development, training, and mentoring processes will be made available to support quality improvement in the Bay Area.
- g. A full range of services will be made available to assure that the choice of services other than state institutions is not restricted based on the service needs of the person.
- h. Supports will be available to promote stability of the person in his/her home.

7. **HOUSING DEVELOPMENT**

We have the creativity, passion, technology and expertise to create new models of permanent, affordable housing that is fully equipped to support the medical and social needs of people with developmental disabilities that are currently residing at Agnews. These new models are beautiful homes integrated into the community where persons with developmental disabilities can be safe, build relationships, and thrive. We are committed to providing the best housing possible for persons leaving Agnews: all we need are community partners, collaboration, political support, and a dedicated stream of funding to make it happen. We also recognize that housing is only part of the equation for a person to successfully live in the community. Outstanding supportive staff and services are also needed to make it work.

The Housing Development Workgroup for the Bay Area Project was comprised of parents, consumers, people with expertise working with people with developmental disabilities, and people with expertise in housing and development. (*Please refer to Attachment 1C for a roster of participants.*) The Housing Development Workgroup has met over six months to address three key housing questions: (1) What types of housing are appropriate for persons with developmental disabilities? (2) What is the cost of these models? and (3) What are potential financing strategies? We believe we have successfully answered

these three questions based on our expertise, and by enlisting a diverse group of consultants to provide additional insight and analysis to these questions.

a. **Summary of Conclusions from Community Meetings and Consultant's Reports**

The total housing cost will be based on the number of Agnews ' residents to be moved into the community and the cost of the housing models that best fit their needs.

- (1.) The process of evaluating each individual's housing needs will include the Individual Program Plan (IPP) and a housing assessment survey created for this purpose.
- (2.) The range of housing types described in this report cost between \$73 million and \$120 million to build in the San Francisco Bay Area. The total average cost for the 11 counties included in this region would be approximately \$95 million, not including operations and services expenses.
- (3.) A dedicated source of funding is needed to duplicate successful housing models for persons with enduring medical needs and to create a continuum of housing types for persons leaving Agnews.
- (4.) It is recommended that non-profit agencies own the housing and separate non-profit agencies deliver the services.

b. **The Following Recommendations Refer to the Three Key Questions Addressed By the Housing Development Workgroup.** Based on a set of guiding principles, the following recommendations are considered critical components to house persons with developmental disabilities to live successfully in the community.

- (1.) **Appropriate Housing Components:** These include housing that fosters community building; that is customized for the individual; that separates the ownership of housing and services; that clusters a small number of developmentally disabled persons in a given area; that is located near service hubs; and that incorporates particular design features.
- (2.) **Community Building:** It is vital to create a sense of community that will support the individual residents and his/her staff as they transition from Agnews. Housing should be developed where a sense of community is consciously created among the residents, the service staff, neighbors, and community service agencies.

- (3.) **Customized to Fit Individuals' Needs:** It is important to develop a spectrum of housing models to accommodate the specific needs and desires of each individual. Several housing design templates will be created so individuals living at Agnews and their family members can see the options available to them. The IPP and housing needs assessment will guide the process of matching individuals with appropriate housing types and also influence the individual's choice of housemates. Unless it is the individual's preference to share a bedroom, all housing options will offer private bedrooms.
- (4.) **Separate Ownership of Housing and Delivery of Services:** It is imperative to create housing opportunities that separate the ownership of the housing from service delivery. This ensures that service delivery is un-interrupted in the event that an individual wants to change their housing location. Also, by encouraging non-profit ownership, the housing stock remains in the public domain to serve the developmentally disabled population and exists beyond the lifetime of the individuals served.
- (5.) **Small Number of Units Clustered Together:** In the interest of safety, security, and quality of service delivery, it is preferable to limit the number of developmentally disabled residents living within a property to be no more than 10 percent of the total tenant population. Small clusters of up to 15 developmentally disabled persons in a housing complex may be ideal for socialization and integration into the community. In addition, within individual housing units, no more than 5 persons with developmental disabilities will live together and preferably, only 3-4 developmentally disabled persons will be housemates. Some consumers may choose to share their lives in a variety of configurations including shared housing, shared common space as in the Casita/Cottage models, as well as co-housing models.
- (6.) **Located Near Service Hubs and Community Services:** Persons with medical needs require housing that is located near service hubs. In addition, the housing should be located in close proximity to police and fire departments, medical facilities, non-profit community services, affordable transportation, parks and recreational settings, educational institutions, and shopping centers.

- (7.) One of the concerns about community placement is having a facility for developmentally disabled persons who are in crisis and require extra support and medical treatment. Building an “Intervention Home” within the service hub staffed with employees who could provide crisis intervention or support services will offer extra support for short periods of time.

c. **Design Features**

Persons with developmental disabilities will thrive in the community if the housing is developed with thoughtful consideration of their accommodation and service needs. To support the Agnews Closure Plan, enough quality housing needs to be developed and made available through purchase, remodeling, or new construction in the Bay Area. A range of housing types should be available to provide options in living arrangements and service delivery models to accommodate the needs of the residents.

Models of economic, energy efficient, customized housing for this population exist throughout the country and in the Bay Area. Design templates based on these models and new, future models, will guide future development of housing for the Agnews’ residents.

Properties will be obtained in the Bay Area in neighborhoods that have the necessary support and provide meaningful opportunities for residents to participate in the community. This housing must be of good quality and guarantee the individual a safe and healthy place to live for as long as they choose to stay.

All housing options will be desirable and attractive places to live. Homes will have no more than four consumers and each person will have a private bedroom. They will be of good quality; designed with good spaces, light and constructed for longevity, durability, and a reasonable life cycle.

The homes must meet the requirements of the consumers that choose them and also accommodate their support staff as necessary. The physical environment plays a central role in shifting away from obstacles and restrictions toward choice, control and participation. Consumers' needs and preferences will be determined through a person-centered physical environmental assessment in the IPP. This assessment will be more specific and concrete than has been typical in IPP processes.

This housing stock must provide a continuum of models to suit the variety of capabilities and service needs of persons with developmental disabilities. It must present an array of affordable, customized, desirable options. Some of the critical design components include, but are not limited to, the following: Universal design standards that accommodate persons in wheelchairs; adequate space for leisure activities, exercise, and conveyance equipment; built with environmentally friendly materials in consideration for the residents' medical conditions; energy efficient and economical to maintain; fully equipped and customized bathroom facilities; ample parking for residents/family and their service staff; provide a private meeting space for confidential discussions; accessible outdoor space such as a yard, garden or patio; sufficient insulation for sound-proofing between rooms and floors; and ample storage room for medical equipment.

Special attention will be given to choosing "green" building materials in consideration for medical conditions of the residents and cost-effectiveness over time. Depending on their lifestyle and overall health, persons with disabilities may have increased health risks from chemicals commonly found in building materials and interior finishes. The residents will benefit from design strategies and interior finish materials that improve the quality of their home environment. In addition to minimizing use of materials that may offgas harmful chemicals, the project should strive to maximize fresh air flow and natural day lighting. By bringing the outdoors into their homes to the extent feasible, residents will likely realize significant health benefits as well as an overall improved outlook on life and sense of happiness.

The green building approach to affordable housing is gaining momentum and recognition within the government sector and development community. A few of the primary justifications and benefits to the developer include:

- (1.) Long-term ownership and interest justifies investment in creating a quality project;
- (2.) Investments in energy efficiency will reduce ongoing utility costs;
- (3.) Tax credits, utility incentives, financial and technical support available from local, state and federal agencies; and
- (4.) The recognition, sense of achievement and value in creating an innovative project which preserves natural resources and enhances quality of life for persons with disabilities.

Homes that satisfy these basic requirements will serve not only Agnews' consumers but also others in the community who would benefit from homes with these features. This housing stock becomes a valuable public resource and its construction is therefore good public policy.

d. **Cost of Housing Types**

The total housing cost cannot be determined until the housing needs assessment of each person living at Agnews has been completed. However, for this analysis, it is assumed that approximately 160 consumers will have enduring medical needs at the time the center is closed in 2005 and that 220 consumers will be satisfied with one of the following five housing types:

- (1.) Life Services Alternatives (LSA) Housing;
- (2.) Duplexes (new construction and remodels);
- (3.) Single Family Homes (new construction and remodels);
- (4.) Casitas/Cottages;
- (5.) Apartment Units.

e. **Summary of Development Costs by Housing Type**

| Housing Type | Consumers | | Cost/Consumer | | |
|----------------------------|------------|-------------|---------------------|---------------------|----------------------|
| | # | % | Santa Clara | Alameda | SF |
| Life Services Alternatives | 160 | 42% | \$249,512 | \$206,113 | \$343,028 |
| Duplex—New Construction | 80 | 21% | \$231,868 | \$173,674 | \$316,231 |
| Duplex – Remodel | 15 | 4% | \$244,879 | \$190,462 | \$282,272 |
| Single Family Homes—New | 10 | 3% | \$208,077 | \$150,766 | \$348,005 |
| Single Family Home—Remodel | 10 | 3% | \$277,003 | \$189,355 | \$307,596 |
| Casita/Cottages | 25 | 6% | \$228,851 | \$159,853 | \$403,009 |
| Apartment Units | 80 | 21% | \$228,362 | \$180,907 | \$240,880 |
| | | | | | |
| Total | 380 | 100% | \$90,985,656 | \$72,415,277 | \$119,757,813 |
| Source: BAE, 2003 | | | | | |

f. **Descriptions of the Housing Types**

(1.) **LSA Housing**

This type of housing provides a community housing option for the medically fragile. Typically accommodating no more than 5 residents per building, the LSA model is meant to be a home with all the amenities and feel like a traditional single-family residence rather than a skilled nursing or intermediate care facility. Building upon the experience of the Rivermark LSA project and taking into consideration the land value and development cost variations between the 11 counties in the San Francisco Bay Area, the LSA model could range in cost between \$206,113 and \$343,028 in current 2003 dollars per consumer.

(2.) **Duplexes**

Throughout the country, developmentally disabled persons have been successfully housed in the community in new or remodeled duplexes. This type of housing has been adapted to accommodate persons with enduring medical needs. In Kansas, for example, the "Teaching Family" model has been successfully employed to house 3-4 developmentally disabled persons in the same duplex under the care and support of a certified, trained family that shares the other half of the duplex. The major costs for developing duplexes include land price, hard construction costs, financing fees, and soft costs. Total costs per consumer would range from \$173,674 in Alameda County to \$316,231 in San Francisco. Assuming enough stock of suitable duplexes for remodeling, the cost would be reduced to \$190,462 in Alameda County to \$282,272 in San Francisco.

(3.) **Single Family Homes**

Single-family homes can be built or modified to accommodate the needs of consumers living in a supported living environment. Though less common, it is also possible to modify single-family homes to meet the needs of medically fragile persons. New construction of this type of housing would range from \$150,766 to \$348,005 due to the variance in land values among the three counties. Remodeling costs of single-family homes per consumer would range from \$189,355 to \$307,596. Actual costs across the Bay Area region would more likely be close to \$250,000 per consumer for a remodeled home.

(4.) **Casitas/Cottages**

This type of housing would allow for single persons to live in a small, private residence built around a courtyard or common area. With supportive service, this model would allow for a high level of both privacy and independence, while also allowing for community interaction and support. Development cost for this type of housing would range from \$159,853 to \$403,009 per unit.

(5.) **Apartment Units**

Dedicating a small percentage of apartment units for the developmentally disabled consumers within a larger apartment complex is one way to maximize opportunities for community interaction while also leveraging the expertise of the private development community. This model, however, has proven sometimes problematic with conventional developers often not understanding how to create a barrier-free environment suitable for an individual with physical and/or cognitive disabilities. Based on a hypothetical development budget for a 50-unit apartment complex with 10 percent of the units (5 units) customized for developmentally disabled tenants, the cost per barrier-free unit would be almost \$15,000 higher than the other units in the project. In total, this type of housing would cost a range of \$180,907 to \$240,880 per consumer as a low estimate based on a very modest calculation of parking space costs.

Another, possibly more economical, way to secure apartment units is to buy down rents in an existing development project, particularly prior to project completion. This would involve negotiations with the developer to have a percentage of the rents (5-10 percent) be bought down in a particular development as permanent housing for persons with developmental disabilities. A deed restriction would be placed on the development guaranteeing availability of those units at the predetermined rent structure. To ensure that qualified, developmentally disabled tenants fill the units, a third party is needed to maintain a wait list of prospective tenants.

The overall range of costs, to house 160 persons with significant medical needs and 220 others with various developmental disabilities, is between \$73 million and \$120 million. This range of cost estimate assumes that the persons with significant medical needs will live in a model that costs are similar to the LSA model and the others will live in one of the four housing types described above.

g. **Financing Strategies**

The ultimate goal is to build it right and build it once to satisfy the needs of the individuals leaving Agnews. Financing strategies to build permanent, affordable housing include, but are not limited to, the following: Applying for four percent Low-Income Housing Tax Credits, Tax-Exempt Private Activity Bond financing, California Department of Housing and Community Development Multi-Family Housing Projects funded by Proposition 46, and Fannie Mae funds to build pilot projects in the community. Given the limitations of leveraging funds from these sources to cover the total cost of necessary housing, a dedicated pool of funding must be identified at the State level to successfully relocate and house persons leaving Agnews.

Resale of the land around Agnews is one important consideration for creating a dedicated source of funding to finance the total housing costs of the Bay Area Project. The following estimates are based on calculations from the Department of General Services for the year 2000. There are approximately 87 gross acres at the campus along with 527,750 sq. feet of improvements at the East Campus of Agnews. It is assumed that the City of San Jose would favor Office/R&D zoning and would grant entitlement for approximately 2,500,000 sq. ft. of buildings. That would support a land value of at least \$30/sq. ft and an estimated net value of \$105,750,000 less demolition costs.

Summary of Calculations:

87 acres @\$30/sq feet= \$113,700,000
 Less Demolition costs (527,750 X \$15)= \$7,916,000
 Estimated Net Value= \$105, 784,000

According to an analysis completed by real estate professionals, these numbers are very high based on today's market and for at least the next two to five years. The possibility of finding a developer or a corporation that would pay \$30/sq. foot is unlikely, even though Cisco may have an interest in the property. Current 2003 land values in the Agnews area, based on Office/R&D, is actually between \$5-\$10/ sq. foot. If the property were developed for residential/retail, the land would sell between \$30-\$40/ sq. foot. The difference in net value between these two land uses range between \$19 million and \$152 million, approximately. Should the property be zoned residential/commercial, we would recommend that a percentage

of the new housing built be permanently set aside for persons with developmental disabilities as was the case with development of the West Campus property (Rivermark). We realize that the sale of the land with a possible bond is only one solution to financing this housing pool. It is up to the Legislature to decide what is the best way to dedicate this funding.

Another important recommendation is to ensure that the development budget of any new housing projects include operational reserves sufficient to cover the costs of management and maintenance of the housing built for persons with developmental disabilities. In Oregon, for example, the Oregon Housing and Community Services Department (OHACS) sold Oregon General Obligation Bonds to finance the housing for persons with developmental disabilities. These bonds were attached to specific houses. The maintenance and repair fund was necessary to protect this asset. This fund is accessed by specific requests and regulated through an approval process.

We will also be exploring financing options with the Fannie Mae's Community Living loan program which is designed to provide financing for small, community-based homes for children and adults with disabilities who are unable to live independently: Even though the current program is for group homes, we will proceed to see if we can modify the program to fit our needs.

We have identified the housing types, the range of cost for each of these housing types throughout the San Francisco Bay Area, and identified funding strategies to pay for it. We believe that additional work will be needed to further identify finance strategies for each of the housing types. We are proud to submit our report as the beginning to this unique journey of creating homes for people with developmental disabilities transitioning into the community from Agnews Developmental Center.

h. **Barriers And Solutions:**

Related to each of these recommendations are barriers that need to be addressed and the following solutions are offered for consideration to move forward with the housing component of the Bay Area Project.

Appropriate Housing Components:

(1.) **Community Building**

Barrier: Moving Agnews' residents from a familiar community into a new community.

Solution: Create a welcoming community for the Agnews residents with supportive staff, and a resident coordinator to help build community relationships.

Solution: Develop criteria for selection of a specific agency to provide ongoing tenant placement and coordination of services.

(2.) **Customized to Fit Individuals' Needs**

Barrier: Lack of a housing and services combined needs assessment of residents living at Agnews.

Solution: Administer Housing Survey to Agnews' residents, family members, and staff and review IPP to determine housing needs of each individual.

Solution: Need to balance the individual's freedom of choice with consideration of their health and safety needs.

(3.) **Separate Ownership of Housing and Services Delivery**

Barrier: Resistance to new housing models that differ from the current state-run institutional model.

Solution: Demonstrate successful pilot models that separate ownership from services using non-profit companies.

Barrier: Families feel insecure putting their developmentally disabled adult children into housing in the community because they fear it is not permanent and stable housing.

Solution: Have non-profit companies own the housing units so they are designated to serve the developmentally disabled population and when one developmentally disabled individual moves out of a unit, another Developmentally Disabled individual can move in.

(4.) **Small Number of Units Clustered Together**

Barrier: Housing too many developmentally disabled persons in one housing unit deters from full integration of individuals into the community. Although a small clustering of developmentally disabled is sometimes desirable.

Solution: No more than five developmentally disabled persons will live together and ideally no more than three or four will live together.

Solution: Housing options will include a separate bedroom for each individual.

Barrier: Too many developmentally disabled persons in one housing complex are not optimal because it promotes dependence on the developmentally disabled group and discourages interaction and involvement in the larger community.

Solution: No more than 10 percent of the units of a housing complex will be designated for persons with developmental disabilities.

Solution: Property Management will be better able to manage small groups of developmentally disabled living on a property.

(5.) **Located Near Service Hubs and Community Services**

Barrier: Finding a sufficient number of appropriate housing for developmentally disabled that is near service hubs and non-profit services as well as medical facilities and police and fire departments.

Solution: Identify sites throughout the Bay Area and development projects that are near these services.

Solution: Incorporate these considerations of geographic amenities into the development financing applications to secure competitive points such as for Tax Credit funding.

(6.) **Design Features**

Barrier: Cost of customization may be high.

Solution: Work with architects and contractors with experience building special needs housing to use the most cost effective materials and products.

Barrier: There is a need for security of the housing in the community.

Solution: Change licensing regulations to allow locked or delayed egress from homes.

(7.) **Cost of Housing Types**

Barrier: Current affordable housing is not designed for persons with developmental disabilities nor is it affordable enough for their very low, fixed incomes.

Solution: Create a rental subsidy fund to assist with rent payment.

Solution: Create several design templates that are cost effective and environmentally sensitive to guide new developments so they will be appropriate for persons with developmental disabilities.

Barrier: We do not have a continuum of housing models for persons with significant medical needs.

Solution: Build on lessons learned from the LSA housing model in Santa Clara, California and other innovative models from across the country.

(8.) **Financing Strategies**

Barrier: Dedicated source of funding may be difficult to establish.

Solution: The resale and development of the land could create a pool of funds dedicated for housing for persons leaving Agnews.

Solution: Create legislation that makes more funding available at the state and federal levels.

Barrier: Need to have adequate funding for operations and maintenance.

Solution: Include these costs in the development budget to be included in funding applications.

Barrier: We do not know the total cost of housing for persons leaving Agnews.

Solution: After conducting the housing needs assessment of individuals living at Agnews, use the information as the basis for an economic analysis of the cost of housing types that are available on the market and also in development or that could be developed in the near future.

Barrier: It takes 24-33 months to build new affordable housing projects and each project would only house a few developmentally disabled persons.

Solution: Utilize the design templates to facilitate the development process and control costs.

Solution: Coordinate several development projects simultaneously.

Solution: Search for existing homes on the market that can be modified for persons with developmental disabilities.

Solution: Meet with City Housing Department staff and developers to identify potential collaborations on new developments with a set aside of units for developmentally disabled persons.

Barrier: Need to create more community awareness about new models of housing available to persons with developmental disabilities.

Solution: Educate all stakeholders using fact sheets, videos, and photos of existing models.

i. **Implementation Plan**

- (1.) Create a fact sheet about Agnews' residents' housing needs.
 - (a.) Identify number of residents that will be moved into the community.
 - (b.) Identify available housing models that are appropriate to accommodate persons with developmental disabilities.
- (2.) Conduct a service and housing needs assessment of current residents of Agnews.
 - (a.) Utilize the IPP as a guide to match individuals with appropriate housing models available in the community.
 - (b.) Utilize the IPP to identify appropriate housemates for each individual.
- (3.) Research and gather information from all conceivable sources about existing housing models and design components for persons with developmental disabilities.
 - (a.) Interview experts, educators, developers, architects, consumers, family members, and service staff.
 - (b.) Visit housing models and record best practices.
- (4.) Design four to five housing templates to educate all entities involved in housing development.
 - (a.) Contract with architects with several years of experience developing special needs housing.
 - (b.) Create design templates that are economical and energy efficient and adaptable to a variety of housing types.
- (5.) Conduct economic analysis and political analysis to determine where to develop housing for persons with developmental disabilities.
 - (a.) Contract with an established Bay Area economic consultant.
 - (b.) Assess the cost of housing types and the market availability to serve the residents of Agnews.

- (6.) Consult with housing experts to prioritize components of the housing development plan and identify criteria for the request for proposal (RFP) process.
 - (a.) Consult with the Directors of the three regional development centers in the Bay Area Project.
 - (b.) Consult with developers, planners, lenders, evaluators, and educators.
 - (c.) Consult with the Board of Bay Area Housing Corporation.
- (7.) Establish a financial entity to set up the RFP process and receive and rank development proposals.
 - (a.) Contract with Lenders for Community Development with expertise and qualified experience in the Bay Area.
 - (b.) Establish the proposal criteria of the RFP and evaluation methodology.
- (8.) Develop financing strategies.
 - (a.) Establish partnerships within the housing development community.
 - (b.) Research new sources of funding.
 - (c.) Identify and apply for all existing types of funding available
- (9.) Educate the community and all stakeholders about funding opportunities to develop new models of customized housing for persons with development disabilities.
 - (a.) Use the design templates to guide the proposals submitted from the development community.
 - (b.) Advertise the RFP through all channels of communication to reach housing developers and housing advocates.
- (10.) Send out the RFP.
 - (a.) Collect proposals to develop permanent, affordable housing that is energy efficient and customized to suit the service needs of persons with developmental disabilities.
 - (b.) Review and rank proposals.

- (11.) Evaluate the proposed housing models.
 - (a.) Contract with a qualified evaluator to assess that the models build community and contain appropriate design components.
 - (b.) Forward the proposals to the Directors of the three regional development centers for final evaluation and allocation of funding.
- (12.) Identify available land and communities that want to develop housing for persons with developmental disabilities.
 - (a.) Contract with economic and political advisors to identify resources and local government support for this type of housing project.
 - (b.) Establish relationships with local government leaders, planning department staff, lenders, housing advocates, management companies, and service providers.
- (13.) Build pilot housing projects.
 - (a.) Contract with developers to build selected housing models.
 - (b.) Evaluate the development process and final product.

8. **SERVICE HUBS**

Agnews has been an integral part of the Bay Area developmental service system for the past 40 years. The re-engineering of this services system should result in a future that makes sense for the persons who reside at Agnews, their families, the staff who serve them, and the community that they will live, work and play in.

There are two goals of the Bay Area Project that differentiate it from prior developmental center closures in California:

- a. Every person who currently resides at Agnews should have the opportunity to relocate into a community setting that is close to their family. The vast majority of persons who reside at Agnews have families that are an important part of their lives. The majority of these families reside in the Bay Area. Consumers and their families have expressed a strong interest in continued access to services in this area.

- b. The developmental services system in the Bay Area should be strengthened and enhanced through the implementation of the Bay Area Project. This would include the expansion of a safety net for persons whose needs exceed the capacity of available resources; improved access to the full range of quality services required by regional center consumers in the Bay Area; strengthened partnerships within the service system; and support of best practices and state-of-the-art services throughout the system. Charting a course that promotes the retention of current Agnews' staff and their expertise is a critical component of this initiative.

Regional Service Hubs will be the way that the State provides direct and support services to promote these goals. They will include three basic elements.

(1) **Direct Services:**

The State will ensure the provision of an array of stable living arrangements that will have the capacity to meet the full range of needs of the persons who reside at Agnews, and will be available to regional center consumers who have exhausted the established service system. The “safety net,” a system that will provide services when other resources have been exhausted, for the Bay Area will be preserved and enhanced. These arrangements will include traditional models as well as newly developed approaches. Education, training, and work services will be provided, when necessary, as a distinct service, or as a “wrap-around” component of the residential service.

The hub will also provide a range of other services to persons within the region. These may include services to promote health and wellness, to stabilize psychiatric and behavioral issues, to support stable living arrangements for persons with their families or in other residential settings, and to build a sense of community. Every effort will be made to work with the person in their current residence and to partner with the person’s established support system.

(2) **Support Services:**

The hub will become a “center of excellence,” promoting best practices throughout the area. It will provide orientation and training as well as consultation and support to the developmental service system and its partners. The hub will also support traditional Regional Project activities as well as Senior Companions and Foster Grandparents.

(3) **Community Partnerships:**

The hub will be a catalyst for the establishment of partnerships with universities and major medical centers through direct contracts and fellowships. It will be a resource center that provides current information regarding resources, best practices, and events. The hub will be a part of the community that enhances and supports generic services. It will assure that specialized staff is available, through contracts or vendorization, to service providers, families, and consumers. The hub will not duplicate or compete with established available and readily accessible services.

The configuration of services will be determined by the needs and preferences of persons placed from Agnews as well as the capacities and needs of the region. Services will be developed to meet individual needs identified through the team process. The consumer and his/her family will have an opportunity to participate in the design and implementation of the system that will serve them. Services will also be engineered to promote quality, and prototypes will be developed and evaluated to assure their effectiveness prior to replication. Every effort will be made to transition staff in a way that assures continuity of care and is sensitive to the strengths and skills of the staff.

(1.) **Recommendations**

(a.) **General**

- (1) Each service hub will serve a regional area. The range of services provided in a particular area will be determined by the needs of persons who currently reside at Agnews who choose services in that region and the needs of the existing community service system. Some of the services will be "site based," while others will rely on community and natural supports.
- (2) State staff will be made available when it is determined that either their participation is necessary for continuity of quality care for the person, or when their expertise is not readily available in communities served. The system will be established to assure prompt access to the full array of needed services. The hub will not duplicate nor compete with established resources.

- (3) Strategic partnerships with community resources such as universities and hospitals/health care systems will be developed. Fellowships and residencies will be supported to promote both professional education in developmental services and the availability of stable and needed services.
- (4) People are counting on us for stability. The State must make a commitment, on a policy level, to provide direct services, when necessary, to meet the needs of persons placed from Agnews.
- (5) Services will be developed in a manner that assures stability, builds community capacity, and promotes excellence.
- (6) Services will be phased-in to permit the development and refinement of service models prior to their replication.

(2.) **Living Arrangements**

- (a.) A range (including traditional and innovative models) of state-operated living arrangements will be made available both as a service choice for persons who reside at Agnews and as an ongoing resource for other regional center consumers who require a level of services that is not available in other settings.
- (b.) Direct and professional staffing for state living arrangements will be consistent with the needs of the persons served as identified in the IPP.
- (c.) Living arrangements will promote the stability of the individuals that they serve by providing additional services in the person's home as his/her needs change.
- (d.) Residential staffing ratios will be sufficient to permit the consumer's participation in either established work/training settings or opportunities provided by the residence; i.e., "wrap-around" services.
- (e.) Homes will promote community integration and be located so that they have access to essential community resources. Living arrangements that are supported by the hub should be located to assure access to the hub service center.

Living arrangements will have the capacity to provide transportation necessary to promote integration and access to community services. Every effort will be made to provide additional services in the person's home; movement to another setting will be the last alternative considered.

- (f.) The hub will have the capacity to provide short-term access to specialized residential services for persons with extraordinary behavioral or medical needs. Every effort will be made to provide additional services in the person's home; movement to another setting will be the last alternative considered.
- (g.) The Hub will support development of a Family Home Agency that recruits, screens, trains and supports persons that want to make a consumer part of their family. There will be significant recruitment activities that are focused on existing Agnews' staff that have established relationships with persons who reside at Agnews.

(3.) **Direct Supports**

- (a.) The hub will establish both professional and direct service staffing registries that provides staff, on a cost-reimbursement basis, to direct service providers, or as a regional center vendor to support families; e.g., respite. Staff will be made available on long-term contracts as well as on a short-term, task-specific basis. This will include supplying staff for such needs as crisis intervention, proactive assessment and training, and providing supports that stabilize a person in their home.
- (b.) Primary care physicians and a range of other professionals will be made available through the hub to serve persons who reside in state-operated facilities as well as other regional center consumers who have complex service needs. Services may be provided on a continuing basis or for a time-limited period (assessment and consultation) as determined by the person's needs.
- (c.) The hub will provide access to medical, nursing, psychiatric, dental, psychological, and rehabilitation services. It will also be a resource and support for adaptive equipment and recreation, leisure, and spiritual services. Pharmacists and dieticians will be available.

- (d.) The hubs will provide/ensure day training/work opportunities for consumers who require a level of service currently not available/accessible in other settings. The services will ensure continuity of services with the living arrangement and provide required behavioral and medical interventions.

(4.) **System Supports**

- (a.) The service hub will provide professional and educational training. The training will offer continuing education credits and include best practice and contemporary issues. Training will be made available to families, consumers, service providers, regional center and state staff, direct service and professional staff, and the community at large.
- (b.) A 24-hour “advice line” will be established that provides guidance to families and to service providers.
- (c.) Regional Project services (assessment, follow-up for recent discharges) will be provided through the hub.
- (d.) Foster Grandparents/Senior Companions will be supported through the hub.
- (e.) State staff will be made available to support regional center activities. This may include clinical support (assessment, plan development, training, monitoring) to regional center staff as well as community development activities in a range of professional and support areas.

(5.) **Community Partnerships**

- (a.) Strategic partnerships will be established with universities and major medical centers through the hub. Specialized staff will be made available to consumers, their families and service providers as an augmentation to established and readily available and accessible services.
- (b.) The hub will seek out professional resources through fellowships, residencies, and internships to provide current information on resources, best practices and contemporary issues.

- (c.) Outreach education related to individuals with developmental disabilities will be provided through the hub to the community at large, including schools, hospitals, government agencies, public service organizations and religious groups.

(2) **Barriers And Recommendations**

(1.) **Fiscal**

Barrier: The Medi-Cal rate is not sufficient to cover the costs for state-operated residential and support services.

Recommendation: *Revise the State Plan for persons with developmental special needs who reside in the Bay Area. The modification will need to include an extension of the “settlement to actual costs” model for residential and support services, and a “specialized rate” for outpatient services to persons who do not reside in state-operated facilities.*

Barrier: The existing Waiver did not anticipate the closure of Agnews. It does not include the full range of services that will be provided through the Bay Area Project.

Recommendation: *Amend the waiver to include the number of Agnews’ residents who will be served in community services as a part of the Bay Area Project. Expand the scope of the Waiver to include additional services.*

Barrier: The cost for day training/work for persons who reside in long-term health facilities is not eligible for federal participation.

Recommendation: *Include the cost for day programs in the rate for long-term ICF/DD-H and ICF/DD-N programs.*

(2.) **State Staff**

Barrier: Established labor agreements do not anticipate the transfer of staff to community settings.

Recommendation: *Negotiate additional provisions to the contracts that will apply to Agnews’ staff. The provisions will need to speak to how staff will be selected for reassignment, reporting relationships, and working conditions.*

Barrier: Current job descriptions do not reflect the range of duties that will be required for staff in their new assignments.

Recommendation: *Revise job descriptions.*

Barrier: Agnews' staff will require training to support their transition to community services.

Recommendation: *Secure funding for staff training (trainers and release time).*

Recommendation: *Develop/implement training plan.*

Barrier: Existing law does not permit a person to preserve their PERS benefits and service time when employed for a regional center vendor.

Recommendation: *Revise law to permit existing Agnews' staff to transfer their employment to private vendors without losing pay, benefits, and retirement; or*

Recommendation: *Permit regional centers to provide direct services and to employ existing state staff.*

(3.) **Developmental Service System**

Barrier: The existing operations allocation for regional centers does not include clinical staff for community development activities.

Recommendation: *Revise the operations budget for Golden Gate, San Andreas, and East Bay Regional Centers to permit the addition of clinical staff (medical and behavioral) that is dedicated to expanding access to community services and available to provide consultation to regional center staff and their consumers.*

Barrier: Existing regulations do not permit the vendorization of state services by regional centers.

Recommendation: *Revise regulations to permit vendorization of community services provided by the State.*

Barrier: Established policy does not support the provision of direct services by state staff to persons who are not residents of state facilities.

Recommendation: *Revise policy to promote.*

Barrier: Current policy does not promote the transfer of state equipment to private nonprofit providers who are serving the target population.

Recommendation: *Revise policy to support the concept that the resources follow the consumers.*

Barrier: The authority of the State to provide direct community services and to establish partnerships with regional centers and private vendors is not well established.

Recommendation: *Secure enabling legislation.*

Recommendation: *Draft supporting regulations, if necessary.*

Barrier: The current rate structure does not support stable services.

Recommendation: *Implement the Service System Reform recommendations.*

Barrier: Existing residential service licensing categories are not consistent with best practice and securing full federal participation.

Recommendation: *Expand scope of categories for the Department of Social Services (DSS); or*

Recommendation: *Secure authority of the Department to license/approve residential services.*

(3) **Implementation Plans**

This implementation plan identifies the significant outcomes that will be accomplished and those activities required to achieve the identified goals. The plan begins with the completion of the workgroup's activities and continues through the completion of the closure. Goals are grouped into major areas of Consumer Supports and Services, Service Hub Organization, and Staff. While the goals in each task are sequential, in terms of when work begins, it should be understood that a number of goals would be worked on simultaneously. Some of the goals; i.e., 12-16, include activities that will be pursued a number of times throughout the implementation process. Finally, the plans identify what needs to be accomplished. The timelines and the responsible persons/organizations will be determined during implementation.

(1.) **Consumer Supports and Services**

Goal 1. Determine Need.

- (a) Complete analysis of preliminary consumer data to determine number of consumers who will require supports, the nature of their need, and their preferences.
- (b) Conduct and review regional needs assessment to identify the role that the service hub should play in each community.
- (c) Coordinate need analysis with the other Community Development Team workgroups to finalize the estimate of the service scope.
- (d) Continue to refine the estimate as discussions with consumers and their families and community development progresses.

Goal 2. Develop Service/Cost Models/Assure Federal Financial Participation.

- (a) Establish an array of residential and support service models that include the number of persons served in each location, the staffing required, and associated costs.
- (b) Refine staffing/costs as the specific persons to be served are identified, and service locations are identified/developed.
- (c) Provide information regarding costs to the administration and to the Legislature for review and approval.
- (d) Review current waiver and State Plan with Department of Health Services (DHS) to identify necessary amendments and to determine any statutory changes needed.
- (e) Complete required amendments with the goal of supporting the hub and expanding the level of federal participation.

Goal 3. Develop Strategic Partnerships.

- (a) Identify potential partners including, but not limited to, vendors/licensees, medical centers/plans, universities.
- (b) Negotiate working agreements that will promote excellent services that people can count on.
- (c) Identify and provide required resources.

Goal 4. Develop Direct and Support Services Identified in the Plan.

- (a) Develop specifications of site (location, size, costs) based on needs assessment and regulatory requirements.
- (b) Secure (locate/rehab. /construct) site.
- (c) Equip site for services.

Goal 5. Build Bridges with Neighbors/Community.

- (a) Establish strategy to promote support from service location neighbors, based on the location, use, and target population.
- (b) Provide orientation/open-house as indicated.
- (c) Make adjustments to service design/practices.
- (d) Establish system for ongoing communication

Goal 6. Provide Services.

- (a) Initiate services when it is determined that the service setting fully meets established criteria.
- (b) Monitor services to assure effectiveness.
- (c) Provide transitional supports to resolve identified barriers and issues.

(2.) **Service Hub Organization**

Goal 1. Establish Partnership with Regulatory Agencies.

- (a) Provide orientation to Bay Area Project Proposal to regulatory agencies as the plan is being reviewed.

- (b) Identify barriers and identify resolutions on a policy and resource level.
- (c) Discuss implementation strategies with regional offices.
- (d) Identify contact person to promote communication and coordinate implementation.

Goal 2. Secure Required Authority to Provide Services.

- (a) Secure enabling legislation for the State to participate in the direct provision of services and for current Agnews' staff to transition to community services.
- (b) Determine license/certification required for each service model based on a review of current law and regulations.
- (c) Prepare and submit application to identified regulatory agency.
- (d) Secure license/certification.
- (e) Apply for and obtain vendorization from regional center, if applicable.

Goal 3. Identify Outcomes and Strategies for Direct and System Supports.

- (a) Establish operational and consumer-desired outcomes for each service element.
- (b) Develop program designs, operational strategies, and guidelines for each service element.
- (c) Create policies and procedures.

Goal 4. Establish System Design for Each Service Hub.

- (a) Determine the range of service elements required for each service region.
- (b) Evaluate the regional supports that will be required.
- (c) Establish a regional service plan that specifies elements, supports, and critical criteria.

- (d) Establish organizational design for hub(s) to support elements.
- (e) Establish service design consistent with the strengths, needs, and preferences and the target group identified. The design will include staffing and support requirements.
- (f) Develop business plan that identifies how services will be provided, the resources required, and the methods to assure quality services.
- (g) Develop service models for each component of plan.
- (h) Establish strategies to promote the successful transition of persons who are served.
- (i) Identify outcome indicators that are critical to the consumers and indicators that are significant to the service setting.
- (j) Develop policies, procedures, and operational strategies.
- (k) Implement service model; evaluate, adjust design.

Goal 5. Identify Service Area and Location Targets.

- (a) Determine specifications for each hub (resource access, size, scope, area).
- (b) Identify target service area based on specifications.
- (c) Locate site for central support core.
- (d) Locate service sites based on integration and proximity to core.

Goal 6. Identify/Evaluate Resources Available and Needed.

- (a) Determine best use of existing Agnews land/buildings.
- (b) Complete inventory of existing equipment.
- (c) Determine whether equipment/resources can/should be used in hub services.
- (d) Identify additional resources needed and costs.

- (e) Secure and deploy resources as indicated.

Goal 7. Design System to Evaluate Services and to Adjust Plans as Indicated.

- (a) Establish system to collect and analyze the desired outcomes.
- (b) Develop process for internal and external review of outcomes.
- (c) Develop work plans for the development and implementation of services.
- (d) Monitor, review, and report on work plan implementation.
- (e) Adjust services/plans based on performance.

(3.) **Staff**

Goal 1. Support the Transition of Staff.

- (a) Negotiate the process for the identification/selection of staff that will transfer to the Service Hub with appropriate labor organizations.
- (b) Establish job descriptions to reflect duties in hubs.
- (c) Select staff in a manner consistent with the agreements.
- (d) Develop curriculum to assure that staff will be successful in the new service settings.
- (e) Provide training for the staff in their duties and opportunities/issues that they will encounter in new service settings.
- (f) Secure statutory authority to support the transition of state staff to other employers.
- (g) Phase-out the participation of the State in direct services.

(4.) **Guiding Principles**

- (a.) A center of excellence that promotes state-of-the-art services and promotes best practices throughout the developmental service system.
- (b.) A regional resource that provides a safety net for persons whose needs exceed the capacity of established resources.
- (c.) A part of the community. It enhances and supports other services. It does not compete with or duplicate established service elements that are available at needed levels.
- (d.) Engineered to promote quality and to maximize federal participation.
- (e.) An enabler and a provider that assures access to the full range of quality services that are available when they are needed.
- (f.) A service option to current Agnews' residents.
- (g.) A catalyst that builds partnerships within the system.

9. **SUPPORT SERVICES**

a. **General Recommendations**

- (1.) The State of California shall make a commitment to provide 'whatever it takes' to provide services and supports that will enable individuals leaving Agnews to be successful on a long-term basis. This must include the commitment to retain the resources currently dedicated to Agnews' consumers as they transition to community services.
- (2.) Support services will be developed that are creative and flexible and have variety. A goal of community supports is that consumers be included as genuine participants in their communities and have the opportunity to interact with people without disabilities. Emphasis will be placed on the consumer's choice in terms of the support services they wish to utilize.
- (3.) Although some existing day services and supports may work for some consumers, the support services shall not be locked into current program models.

- (4.) Recreation services and supports will be developed that provide an opportunity for consumers to gather for socialization and contact with persons of their choice with and without disabilities and participate in leisure activities. The recreation services shall be flexible and creative, and shall use existing generic recreation sites in the community as well as locations specifically developed for consumers with developmental disabilities. All services shall encourage integration of disabled and non-disabled individuals.
- (5.) A key feature of all services and supports is a sense of belonging and community, which shall be encouraged in design and implementation. Services and supports shall be developed to respond to the individual first, rather than attempting to fit an individual into an existing resource that may be unsuited to his or her needs.
- (6.) Wages and benefits for staff must reflect the cost of the geographic region where the service/support is provided, provide continuity, and reduce staff turnover. Rates for providers must also be adequate to allow them to meet their program design and the goals of consumers served in light of the cost of doing business in the geographic region. This includes funding provider rates and staff wages to a level that eliminates the inequity of the 'two-tiered' funding system currently seen between state-owned and community-owned services.
- (7.) Auxiliary supports, such as crisis response teams, equipment repair programs, and transportation services, shall provide high quality, professional services and ensure stability for the consumers in the community.
- (8.) Initial and on-going training shall be provided to staff providing support services for consumers leaving Agnews. The expertise of Agnews' staff and of staff experienced in providing quality community supports shall be a resource to provide this training. Training shall be relevant and flexible to adapt to the changing needs and preferences of the consumer. Agencies will be compensated for the appropriate training of staff.
- (9.) Consumers leaving Agnews shall continue to have access to quality medical and nursing care.
- (10.) Innovative service and support options shall be developed and not be restricted by current licensing and/or vendorization regulations.

- (11.) Services and supports for day activities and recreation shall be close to the consumer's home to minimize transportation time.
- (12.) Regional centers shall have the fiscal and personnel resources necessary to develop the services and supports described in these recommendations.

b. **Day Services and Supports**

All day services and supports developed shall have workplace accommodations for safety and accessibility. Staff support shall be available to all consumers, regardless of their disability. Activities and/or jobs shall be flexible and change with the consumer's skill level and interest. Day activities shall have varying times and days, including evenings and weekends, if desired, and shall vary in size based on the type of activity and consumer performance. Sites shall be small enough to meet individual needs/preferences. Activities shall be varied, stimulating, and satisfying; offer community integration; and be based on the consumer's needs and preferences. There shall be a range of day activities in the community that allow consumers to choose a service that works for them.

- (1.) **Daytime Services and Supports for Persons who are Medically Fragile:** Develop services and supports, which enable consumers who are medically fragile to participate in a variety of day activities. Trained staff shall include nursing staff and specialists (nutritionists, physical therapists, occupational therapists, etc.). Offsite programs shall be close to the consumers' home to minimize transportation time. Hours shall be flexible so consumers can attend as health permits.
- (2.) **Daytime Services and Supports for Persons with Challenging Behaviors:** Develop services and supports that enable consumers with challenging behaviors to participate in a variety of day activities including work. Staff shall be trained in behavioral analysis and the program shall have ongoing professional behavioral consultation to design and implement the best training techniques and monitor effectiveness. Individual and small group settings shall be available to help reduce the likelihood of behavioral incidents.
- (3.) **Mobile Day Services and Supports:** These services and supports shall be designed to work with consumers who have medical and/or behavioral challenges or otherwise prefer an individualized option. The mobile day programs bring the activities

to the consumer. The consumer has the option of doing activities at home and/or in the community.

- (4.) **Vocational Services and Supports:** Paid and volunteer work shall be available regardless of disability. These work activities shall utilize existing skills, teach new skills, and allow individuals to become a member of the local community workforce. Jobs shall be secured which pay consumers at least the same wage as they received while living at Agnews. Adequate staff shall be available to support persons to be successful in their jobs. Program staff shall also include a job developer to find employment in the community and ensure necessary accommodations are made in the workplace. Agnews' consumers shall not receive less pay than what they had received in their prior job.

c. **Recreation and Leisure Services and Supports**

Recreation and leisure services and supports shall provide opportunities for interaction with disabled and non-disabled people of all ages. Activities shall be available year round (any season), including weekends or evenings. The services shall encourage the creation of a 'circle of friends' and maintaining existing relationships. Medical, behavioral, and personal supports shall be available for every consumer to participate in these services.

- (1.) **Recreation Centers:** Develop specific centers that provide a variety of activities for consumers. These centers shall have activities during day hours, as well as weekend and evenings. There shall be ongoing activities (e.g., cooking classes, art work, games, sports, etc.) and special events (e.g., dances, parties, dinners, reunions of Agnews' friends, etc.). There shall be activities that allow 'drop-ins' as well as regularly-scheduled, planned activities. There shall be a variety in the size of the group (small and large groups), and activities that fit a wide range of physical abilities. There shall be space for quiet activities separate from louder activities. It is encouraged that recreation centers be developed in existing community center sites to help bring about community integration. New sites shall be developed in partnership with existing community recreation centers. Recreation centers shall be open to all individuals with developmental disabilities. Staff shall include experienced recreation therapists and occupational/physical therapists, as needed.

- (2.) **Recreation Facilitators:** Develop a group of trained facilitators who will assist providers in planning and implementing a rich leisure/recreation program for the consumer. The support staff that is involved in the consumer's daily life shall provide services in natural environments to enhance community participation. Innovative contracting (including partnerships and shared resources) with outside agencies shall be incorporated into this service.
- (3.) **Existing Community Resources:** Develop a working relationship with existing community resources (parks and recreation programs, YMCA, Little League, Special Olympics, bowling leagues, etc.) so consumers can access these programs. Creative incentives shall be offered to encourage generic agencies to include consumers regardless of their level of disability. Experienced staff shall train generic agencies about individuals with special needs and provide additional support as needed for access. Regional centers shall have the staff and resources needed to assist in expanding opportunities for the full participation of people with developmental disabilities in their local communities as provided in Welfare and Institutions Code Section 4688.

d. **Living Options Services and Supports**

Living option supports help consumers live safely, maintain and improve skills, have access to their neighborhoods, enjoy a stimulating home environment, and have their needs met in their chosen place of residence. There shall be a 'pay for it once' philosophy that separates the vendor providing the support services from the owner of the housing. Consumers shall have financial support for move-in costs if they wish to live in their own home. In general, homes with small numbers of consumers are recommended to allow for greater individualization of services, depending on the preference of the consumer. Training shall be available and funded for support services on an ongoing basis.

- (1.) **Services and Supports for Home Settings:** Support services in a consumer's home shall have staffing patterns based on individual needs and preferences and shall not be dictated by an existing model that may not fit. Staffing shall include specialized staff in a variety of areas (medical, behavioral, etc.) and shall be available for consumers in whatever housing option they select. A model mentoring program option shall be developed which would provide assistance to new providers by partnering them with existing

excellent providers in starting a living option for consumers. Innovative living arrangements shall be developed with quality monitoring provided by the Department, rather than by DSS or DHS licensing, where appropriate, to meet consumers' needs and preferences.

- (2.) **Crisis Beds and Transitional Housing:** Develop crisis beds that can be used for consumers who cannot live at home because of a medical or behavioral crisis. Ideally, two distinct types of crisis home concepts shall exist—medical and behavioral. In addition, transitional housing shall be developed which allows consumers to live elsewhere for a limited period of time because of extraordinary but temporary needs (such as evictions or household remodeling, etc.) but who are not necessarily in a 'crisis.'
- (3.) **Respite Services and Supports:** Out-of-home respite services shall be developed, for consumers who are not in a crisis, to stay for a short period of time. This gives family members a break from the constant care and supervision that a consumer requires. In-home respite services and supports shall also be available so the consumer can continue to live at home while the family gets the break that they need. These services and supports shall be available for any consumer, regardless of the level of their disability, behavior, medical needs, or other services they are receiving in the community.

e. **Auxiliary Supports and Services**

These supports shall be developed so that consumers, families, and their support staff can access them easily. Crisis supports shall be available 24 hours a day, 7 days a week. These services and supports shall provide expertise and trained staff to assist an existing service provider or family member with support for consumers with extraordinary needs.

- (1.) **Mobile Crisis Response Teams:** Develop response teams of medically and behaviorally trained staff who can go to a day program, recreation program, or a person's home to help with a crisis. Teams shall be able to provide skilled intervention, including substitute staffing and the administration of medication, if necessary. Intervention shall continue to be provided until a consumer's placement is stable.
- (2.) **Equipment Repair/Site Modifications:** Develop services and supports that can design, build, and modify equipment

(wheelchairs, feeding chairs, walkers, etc.) for consumers. A place to repair the equipment as well to keep necessary tools is required. Occupational and physical therapy services shall also be available to recommend modifications to a site. Funding shall be available to complete the recommended modifications.

- (3.) **Transportation:** Develop a transportation system for all consumers regardless of the level of disability. Vans shall have lifts and other modifications to accommodate the unique needs of Agnews' consumers. Additional staffing shall be provided, as needed, for the safety of the consumers during transit. Transportation shall be available to community services, including medical and dental appointments.
- (4.) **Skilled Practitioners:** Specialized staff and consultants shall be available to consumers, families, and agencies to maintain a high quality of care for consumers. These staff shall include speech therapists, occupational therapists, physical therapists, mental health professionals, and experts in medication monitoring and medical and dental care for people with disabilities. These professionals shall provide services for consumers at a conveniently located site or at the consumers' home/program, depending on individual needs. A comprehensive medical review by a panel of professionals shall be available as needed. Innovative approaches such as telemedicine shall be used as appropriate.
- (5.) **Pharmacy:** A pharmacy resource shall be developed at a conveniently-located site that will provide prescribed medications, appropriate packaging of medication, delivery, and consultation.
- (6.) **Augmentive Communication:** Services and supports shall be created for the assessment, development, modification and maintenance of specialized communication devices. Experienced staff shall provide training and monitoring to consumers, families, and support staff that allows consumers to communicate their needs in the most effective manner.
- (7.) **Foster Grandparents/Senior Companions:** Foster Grandparent Senior Companion programs shall be developed for Agnews' residents moving into the community. This program shall be funded by the Department, not the local counties, to ensure continued service and focus on people with developmental disabilities. Funding shall include the costs of coordinating services, stipends, and transportation for the providers.

f. **Transition Services and Supports**

All residential, day, and recreational services and supports shall be securely established before a consumer moves into a setting outside of the Agnews campus. A consumer will have appropriate services in the community while new programs are being established. The transition process shall involve the community staff, which will provide support, spending time with the consumer at Agnews through personal interactions, and training. Agnews' staff, who knows the consumer best, will assist in the transition. The consumer, family members, advocate, and professionals will work collaboratively to provide a transition plan that works best for the individual.

- (1.) **Transition Planning:** Planning for transition shall be done through a person-centered futures planning process facilitated by persons with experience in the process and knowledge of the full variety of community supports, including the most integrated options, and of the capacities of community systems to meet even the most challenging or complex needs. The consumer shall be assisted to participate in the process to the highest degree possible. The consumer's family and friends, Agnews' staff who know the consumer well, and a regional center Service Coordinator shall be part of the process. The planning process shall determine the specific supports and services that are appropriate for the person and that he or she needs and prefers to live in the community, including those needed to promote the individual's community inclusion, independence and growth, health and well being.
- (2.) **Transition Plans between Agnews and Day Services and Supports:** Develop IPPs to transition consumers from Agnews to particular day services and supports. Cross-training between Agnews' staff and the community is critical. The timeframe for the transition will be determined by the IDT that includes the consumer, Agnews' staff, regional center staff, community supports, friends, and family, and will be based on the consumers' needs and preferences. Activities during transition shall occur at Agnews, in the community, or in any logical combination to enable a smooth transition.

g. **Barriers And Resolutions**

(1.) **Funding and Rates:**

Barrier: The rate to fund services in the community is not sufficient to cover the costs for quality support services.

Resolution: *A new rate methodology shall be developed which supports quality programs. This shall include competitive wages and benefits for qualified staff, full funding of operating expenses and the provision of a geographic differential.*

Barrier: Training for support staff is not funded for staff in residential, vocational, and leisure programs on an ongoing basis.

Resolution: *Rates must include costs for orientation and ongoing training of support staff, including the costs of fees for training opportunities, travel, and substitute staff.*

Barrier: There is no geographic differential in funding for programs that operate in areas with a higher cost of living.

Resolution: *A new rate methodology shall be completed in each geographic region to determine appropriate rates for specific regions in which Agnews' consumers will reside.*

Barrier: It is difficult to recruit and retain a qualified stable workforce because there is no difference in funding for staff that has more training, experiences, or expertise with the developmentally disabled population and there is no career track for staff working in the community.

Resolution: *Pilot the implementation of the Personnel Model developed by the Department and the Service Delivery Reform Committee and is contained in the Draft Report to the Service Delivery Reform Committee, May 15, 2001. The rate methodology shall provide funding needed to implement the Personnel Models.*

Barrier: Supplemental Security Income (SSI) money is deducted if a consumer makes minimal money on a job in a community setting. SSI payments are stopped if a consumer has more than \$2,000 in resources.

Resolution: *California legislators shall advocate for flexibility in the regulations for SSI so a consumer can save money for essential needs such as the down payment on an apartment; increases in the amount of money individuals are able to make prior to SSI being reduced, to offer a more reasonable living standard based on current costs.*

Barrier: Although start up funding may exist, ongoing funding of programs may not last.

Resolution: *A group of providers of services and funds shall create a list of possible ongoing funding needs. These needs shall be evaluated prior to a service being approved and provided so all parties understand the potential costs of that service. Ongoing funding requests shall be monitored/reviewed by a team of 'experts.' Decisions shall be made on an individual basis regarding needs and costs. It shall be required that individual consumer budgets and services be reviewed annually by the Department to make sure savings can be tied to the consumer's need for reduction in services and does not cause a reduction in necessary funding in services.*

Barrier: Funds are not available for ongoing home repairs that may be necessitated by the person's disability; e.g., replacement of windows or wall surfaces.

Resolution: *Provide funding for such needs based on the IPP determination of need.*

Barrier: Day programs are funded by a daily rate rather than an hourly rate.

Resolution: *Eliminate the concept of 'program day' in funding mechanisms. Fund day programs by the hour to allow flexibility to what best fits consumer's life.*

Barrier: Residential and ICF facilities lose funding because they do not fill their beds all at one time.

Resolution: *Start up monies shall be available to facilities until all the consumers identified from Agnews move into the home.*

Barrier: Funding is not available for crisis supports to occur in a timely manner.

Resolution: *Fund mobile crisis support teams. Regional centers shall develop clear expectations to determine the need for crisis support. Flexibility in initial documentation of a crisis shall be established by regional centers to allow crisis providers to be funded quickly.*

Barrier: Resources and supports cannot be funded that do not fit a particular vendor code.

Resolution: *Expand miscellaneous codes to include all services necessary for consumers leaving Agnews.*

Barrier: Alternative Residential Model (ARM) rates are not flexible for individual needs.

Resolution: *A modeled rate system shall be piloted taking into consideration the recommendations of the rate system prepared as Part 5 of the service delivery reform effort. In the interim, rates shall be supplemented for costs not included in ARM rates, such as additional staffing and consultant hours.*

Barrier: Supported Living Services agency rates are inadequate and too restrictive to provide quality services.

Resolution: *Ensure that supported living rates shall be adequate to fund competitive wages, benefits, and operating expenses in different geographic areas.*

Barrier: Many consumers moving from Agnews do not have adequate resources to establish a household.

Resolution: *Funding mechanisms shall be developed to enable consumers to move into their own household.*

Barrier: Consumers are prevented from choosing to live in homes of their own because of inadequate monthly income to meet living costs.

Resolution: *The Department shall advocate for more Section 8 housing for consumers and provide interim funding for rental costs until Section 8 housing is available.*

Barrier: There is a shortage of nurses and medically-trained professionals in the community for people with developmental disabilities.

Resolution: *Have nurses available at HUB. Regional centers shall apply per Assembly Bill 637 to pay nurses and other medical personnel competitive rates rather than SMA/Medi-Cal rates.*

(2.) **Community:**

Barrier: Many existing community programs, such as public parks, recreation centers, and job sites in the community, are unwilling or unable to incorporate people with developmental disabilities into their settings.

Resolution: *Regional centers shall have the fiscal and personnel resources to implement the provisions of Welfare and Institutions Code Section 4688 and shall undertake activities to expand opportunities for the full and equal participation of people with developmental disabilities in their local communities, regardless of the socioeconomic level of that community. This will be done through outreach, education, innovative methods of contracting with community members to provide support in natural environments, and the funding of community support facilitators.*

Barrier: There are few available jobs in the Bay Area, limiting the number of jobs available for Agnews' residents.

Resolution: *Regional centers will have the resources to fund job developers and volunteer coordinators who can identify paid and volunteer opportunities in local communities. Partnerships with State and Federal set-aside programs shall be established. Regional centers and service providers shall maximize opportunities for consumers to work in their organizations.*

Barrier: Many existing community programs operate independently, and in isolation of one another.

Resolution: *Regional center Service Coordinators shall facilitate collaboration among all programs serving the consumer to ensure consistent support.*

Barrier: There is a shortage of consumer services: (a) Many current vendors successfully serving former residents of developmental centers have reached capacity and cannot serve additional developmental centers or community residents; (b) There is a shortage of Supported Living agencies, thus limiting the access of consumers to this most individualized and integrated support model; and (c) People moving from Agnews may displace people in the community currently on waiting lists.

Resolution: *Expand the capacity of community services so that the needs of both community consumers and those moving from Agnews can be met. Expansion methods shall include: (a) Current community vendors who have successfully served consumers with intensive needs (these vendors shall be provided with funds for capacity building prior to providing services to additional consumers); (b) Provision of funding and encouragement for providers who are successfully serving consumers with intensive needs to mentor new providers and Supported Living agencies so that they can provide a similar quality service; and (c) Regional centers shall have sufficient resource development capacity.*

Barrier: Vendors are expected to provide natural supports (churches, neighbors, etc.) and they are expected to be accountable to the community (knowing if a person has a criminal background, etc.).

Resolution: *Vendors and regional centers shall create guidelines in partnership with consumers and their circles of supports. Regional centers shall clarify vendor responsibility for consumer interactions with community members. Agencies shall encourage monitoring of relationships, but all involved parties shall recognize the benefits and risks of relationships.*

Barrier: Quality of community services and supports needs to be improved.

Resolution: *Implement the Quality Enhancement, Service Requirements and Performance Measures developed by the Department and the Service Delivery Reform Committee, which is contained in the Draft Report to the Service Delivery Reform Committee, May 15, 2001.*

(3.) **Licensing:**

Barrier: Current Licensing and Certification requirements of both DSS and DHS present many barriers to the provision of innovative and responsive service delivery models. These barriers have been detailed in 'The Findings and Recommendations of the Committee on Governmental Barriers' prepared pursuant to the Coffelt settlement and published in October 1994. The report states that barriers "... are primarily the result of different approaches among state departments in how to achieve the goals of the Lanterman Act." Most of the identified barriers continue unchanged today and the Licensing and Certification section of the report is incorporated herein rather than repeating it in its entirety.

Resolution: *The Findings and Recommendations of the Committee on Governmental Barriers report suggested resolutions and approaches to the identified barriers. These resolutions are incorporated herein. In addition, establish a pilot project allowing the creation of additional models of service delivery outside the domain of licensing agencies with quality monitoring by the Department, as provided for Adult Family Home Agency services (see Welfare and Institutions Code Sections 4689.1 - 4689.6) and/or by regional centers as provided for Supported Living services (see Welfare and Institutions code Section 4689).*

Barrier: There are insufficient licensing models for serving consumers with significant medical involvement who need the presence of nursing staff more than eight hours per day. The pilot waiver for an ICF/DD-CN is too limited (10 homes of which there are only 6 in operation) and the evaluation period is too lengthy. There are insufficient models for individuals with medical needs who also have behavioral challenges.

Resolution: *Create new models of service for consumers with medical and behavioral needs: (a) Complete an evaluation of existing ICF/DD-CN homes within six months. Within the following six months promulgate regulations so that ICF/DD-CN services become a regular service option in California. (b) Expand alternative models similar to LSAs. (c) Develop Supported Living agencies which can meet the needs of medically-fragile consumers; e.g., medical supervision and oversight and direct nursing services for*

consumers. (d) Develop means to access nursing needs in the community, such as Service Hubs.

Barrier: Consumers cannot appeal licensing agency decisions that may deprive them of their current services.

Resolution: *Create a consumer appeal process for licensing.*

(4.) **Outside Agencies:**

Barrier: Local police and fire departments may not be familiar with Agnews' population. Police can't keep a file on people in the community.

Resolution: *Provide regular and ongoing training of local police and fire departments with regional center staff; provide a system to help keep track of consumers who may have frequent contact with police/fire departments. Determine ways to meet consumer's needs while complying with HIPAA (Health Insurance Portability & Accountability Act) regulations.*

Barrier: There are delays by the Department of Justice (DOJ) in fingerprinting and child abuse indexing clearances.

Resolution: *Employ the use of Lifescan machines at HUB and regional centers and assist vendors to apply for their own Lifescan machines.*

Barrier: Child and Adult Protective Services do not provide information on a report while a report is pending.

Resolution: *Create a collaborative working relationship among Adult Protective Services, Child Protective Services, and regional centers to share information during and after the course of an investigation.*

Barrier: In-Home Support Services (IHSS) is a generic resource, but its use creates complexity, potential conflict of interest, and varied and inadequate rates for the same employee which compromises quality services.

Resolution: *Develop a mechanism for Supported Living agencies so that IHSS funding for services can be accessed directly by the vendor. Expand the practice of the County to*

contract directly with regional centers without limiting the amount of IHSS services for the consumer. Detailed recommendations for IHSS funding can also be referenced in The Findings and Recommendations of the Committee on Governmental Barriers prepared pursuant to the Coffelt settlement and published in October 1994.

Barrier: There are insufficient numbers of qualified people available to implement futures planning for all Agnews' consumers in a timely manner.

Resolution: *Increase the number of qualified individuals to facilitate futures planning of Agnews' residents. Utilize existing futures planning resources (PATH, etc.) to train staff in the process. Staff shall receive training in the community options available for Agnews' consumers.*

Barrier: Funding and staffing is inadequate to complete the transition process of relocating Agnews' residents through the futures planning process.

Resolution: *Reduce the caseload size of developmental center liaisons to allow ample transition planning and follow up from Service Coordinators within the first year of placement for Agnews' residents.*

b. **Implementation Plan**

- (1.) Workgroups shall reconvene throughout the process to assist with further design and ongoing implementation.
- (2.) Futures planning shall occur to determine the needs and preferences of the consumers.
- (3.) Timelines shall be created to make sure services and supports are available and operational prior to consumers leaving Agnews.
- (4.) Futures planning and resource development shall occur so that supports are available prior to people moving from Agnews. Individuals shall not transfer from Agnews until services are available for each person.
- (5.) The State shall make a commitment to the preparation necessary to serve the consumers to create quality services.
- (6.) Community input opportunities shall be provided throughout the process.

c. **Values And Guiding Principles**

- (1.) There shall be a person-centered system designed to meet unique needs and preferences of each individual.
- (2.) Planning for transition shall be done through the person-centered futures planning process facilitated by persons with experience and including the consumer, family, and friends; and Agnews and regional center staff.
- (3.) Smaller allows greater individualization. Staff ratios must meet consumer needs.
- (4.) Build/remodel for accessibility, safety, and durability.
- (5.) Consumers/families/advocates shall be given information in a manner they can understand, including experiential information, to make informed choices of desired services.
- (6.) Regular review/analysis of programs shall be performed to improve quality.
- (7.) Support services shall be available for all individuals, regardless of the level of disability, and shall encourage a variety of experiences that allow consumers to participate in the community.
- (8.) There shall be access to paid work that uses previously acquired skills and allows new skills to be learned.
- (9.) Transition to new programs shall not be rushed and shall proceed in a manner which best meets consumer needs and preferences. Knowledge and experience of Agnews' staff shall be used during transition and after placement, as needed.
- (10.) Provide a full range of supports to meet consumer needs and preferences.
- (11.) Support services shall be flexible and evolve based on the changing needs and preferences of the consumers.
- (12.) Provide regular opportunities for Agnews' residents to socialize with one another when they move into the community. Efforts shall be made to maintain friendships and relationships.
- (13.) There shall be an emphasis on community integration and genuine participation of consumers in their communities.

- (14.) Adequate funding shall be available for supports and services based on actual costs for the area where service is provided and shall continue after the start up period.
- (15.) Staff retention depends on salary, benefits, training, and recognition of employee's worth.
- (16.) Funding and staff wages shall be at a level that dissolves the current resource imbalance between community-owned and state-owned service and supports.
- (17.) Consumers moving into the community must have continued access to quality medical and nursing care.

10. **QUALITY ASSURANCE**

The Quality Assurance/Quality Improvement (QA/QI) system has been designed to focus on the people currently residing at Agnews, emphasizing the 'person by person' model as each individual begins his or her transition into a new living arrangement. The focus of this system will be on assuring that quality services and supports are available prior to and during transition.

The new framework of the QA/QI system is based upon the conceptual model that balances compliance monitoring and quality of life outcomes through a new continuous QI system. Utilizing the overall framework of the CMS-HCBS QI framework the QA/QI plan was established with the following elements:

a. **Design**

The design of this project begins with the current QA systems and addresses the system implementation of the Bay Area Project Indicators. These indicators were designed as specific measurement criteria used to evaluate the activities and successes of this project.

b. **Discovery**

Discovery activities will includes those activities, and the data collected, from current QA activities and the QA Team activities. Use of standardized monitoring tools will allow for consistent implementation in monitoring services as well as a means of identifying concerns and opportunities for improvement.

c. **Remediation**

The process of data review and analysis will assist in identifying the level of action needed to resolve any issue that is raised during the discovery

phase. These actions may be incumbent upon the regional center for action, the service provider for action, and/or a department-wide response to systemic issues. In areas related to noncompliance, regulations currently dictate those actions that can be taken based upon the circumstances involved.

d. **Continuous Improvement**

The overall design of this system provides for a “regional” view of services being delivered and each consumer’s response to those services. Reporting mechanisms include data analysis and findings reported directly to the Bay Area Project Steering Committee as well as immediate reporting back to the involved regional center and Service Coordinator for prompt actions. This reporting process ensures all involved parties are informed, appropriate actions are assigned to the responsible individual(s), and follow up monitoring to ensure compliance is addressed.

e. **Bay Area Project Quality Assurance Advisory Committee**

- (1.) The primary focus of the Bay Area Project Quality Assurance Advisory Committee (BAPQAA) will be to serve as an additional level of monitoring and oversight at the regional level. This committee will offer a broader evaluation/determination as to whether consumers are served as agreed-upon prior to transition and will assist in identifying whether people continue to receive services that meet their needs. An additional mechanism obtained will be the identification of patterns or trends in relation to problem areas within the service delivery system. Review of data and information provided will allow the Bay Area Project Steering Committee and the Department to evaluate areas of need and develop resources to meet those needs.
- (2.) Membership on the BAPQAA Committee would include representatives from the following:
 - (a.) Consumers;
 - (b.) Family Members;
 - (c.) Advocacy Organizations;
 - (d.) Service Providers;
 - (e.) Involved Regional Centers; and
 - (f.) Agnews.

- (3.) Specific responsibilities of the BAPQAA Committee include:
 - (a.) Review of transition activities for all persons leaving Agnews.
 - (b.) Review of specific data collected from each regional center QA department in areas identified by the committee such as trends for individual consumers, individual providers, and larger system implications.
 - (c.) Reporting responsibility and provision of recommendations to the Bay Area Project Steering Committee.
 - (d.) Serve in an advisory capacity to the Bay Area Project QA team to assure monitoring activities are conducted as required.

f. **Bay Area Project Quality Assurance Team**

The Bay Area Project QA team will be designated as the primary source of data collection and information in relation to the HCBS indicators identified as a part of this process. Membership on the team will include staff with an expertise and experience in collection, compilation, and analysis of QA data. In addition, this team will be responsible for assuring that the ongoing monitoring activities, as identified in this plan, occur as indicated. A final responsibility of this team will be to complete audits and/or reviews that might be recommended by the Bay Area Project Steering Committee and/or the BAPQAA Committee.

g. **Bay Area Project Indicators**

Currently, the HCBS framework for QI incorporates seven focus areas for review. While there is no expectation that all areas be evaluated, this system allows for regular monitoring of six of those focus areas. In developing these areas the Bay Area Project Committee took into consideration those expectations currently in place, either by regulation, statute, and/or by the Department and then determined standards that must be met for each individual leaving Agnews. These standards resulted in the Bay Area Project Indicators that are referenced throughout this document and highlight what is believed to be critical areas of monitoring over the coming months/years.

h. **Current QA Systems In Place**

In conjunction with the BAPQAA Committee, this system builds upon the existing QA and QI structure including findings of the following regulatory and monitoring entities:

(1.) **Regulatory Agency Activities**

- (a.) DHS/Licensing & Certification;
- (b.) Community Care Licensing;
- (c.) Local Law Enforcement;
- (d.) Adult Protective Services, Child Protective Services & Ombudsman.

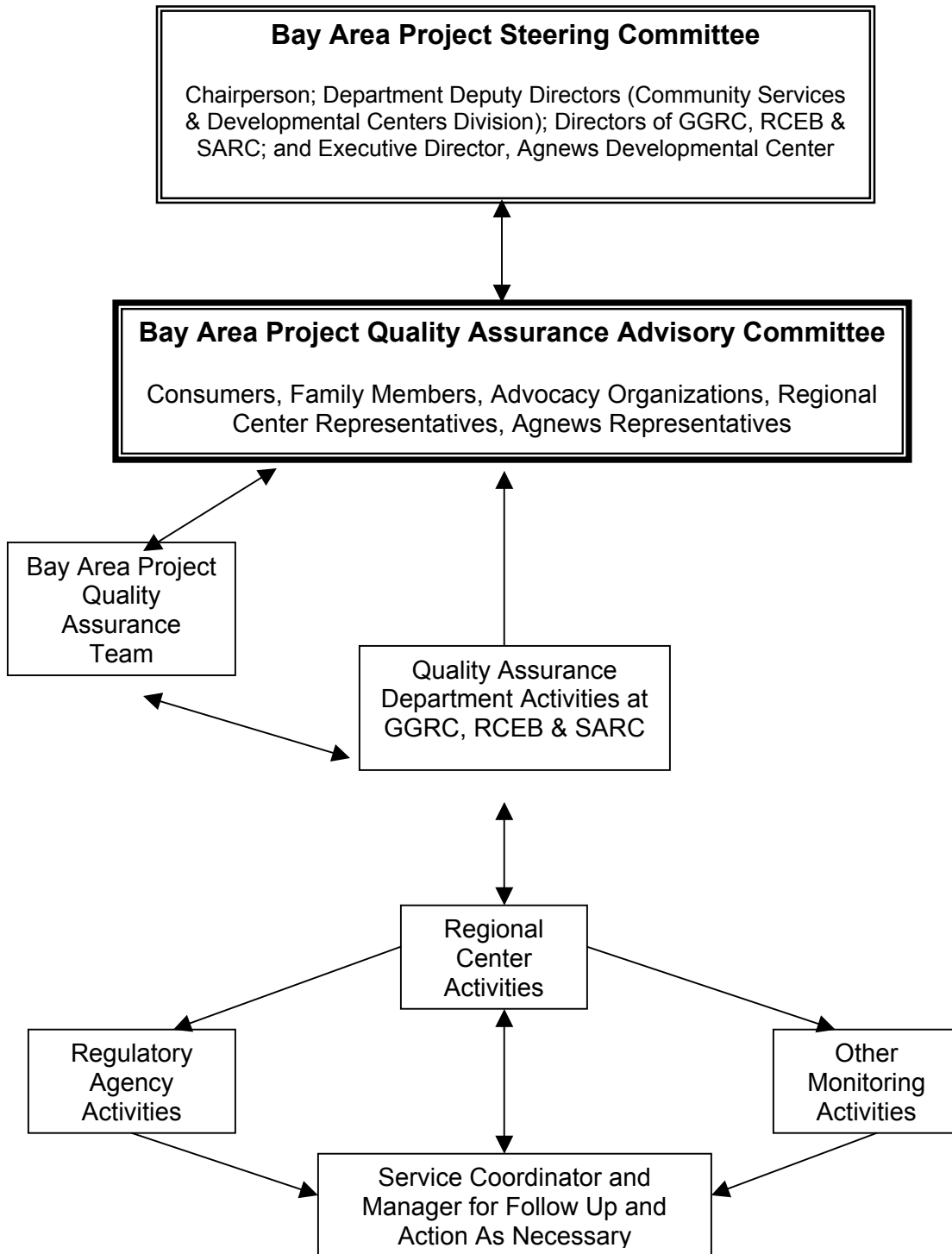
(2.) **Regional Center Activities**

- (a.) QA Evaluations;
- (b.) Facility Liaison Monitoring;
- (c.) Service Coordinator Monitoring;
- (d.) Risk Management System.

(3.) **Other Monitoring Activities**

- (a.) Life Quality Assessments;
- (b.) Special Incident Reporting System.

i. **Information Flow Chart**



j. **Recommendations**

- (1.) **HCBS Framework Indicators:** An important element evaluate the services and supports provided and each individual consumer response “one person at a time.” A mechanism designed to support this activity is the use of the HCBS framework indicators. The QA workgroup sees these indicators as areas of priority, and/or those continued areas of need within the service delivery system, that will measure how successful the transition into community services has been for each individual involved. While it is recognized that the specific indicators being recommended are not all inclusive of a person’s service needs, it is believed that these indicators, paired up with the additional monitoring that occurs within the LQA, Service Coordination, QA evaluations and liaison visits will offer a more inclusive look at how successful a person is transitioning from the developmental center.
- (2.) **Uniform QA System:** A uniform system of Quality Assurance should be adopted by the three regional centers. This system would be based upon a common set of policies, operational guidelines and practices including standardized instrumentation and review protocols. This system would incorporate the functions of oversight, monitoring and technical assistance for service providers. This would also standardize all procedures related to consumer protection including risk management and special incident processes.
- (3.) **Risk Management:** The Risk Management system within each regional center should establish a core set of expectations that allows for routine monitoring, follow up, and proactive measures to assure people are safe and free from harm. This system should include a uniform set of policies and operational procedures that includes internal processes for incident reporting, oversight of data, consumers and providers. It will be important to this system to assure there is a ‘core’ contact person at each regional center to assure immediate and appropriate response to untoward events experienced by consumers leaving Agnews and that there is some mechanism for independent review of incidents such as the “Incident Action Team.”

- (4.) **Nursing Assessment and Oversight:** An essential component of the QA/QI system will be to increase the availability of nursing services and supports to consumers moving into the community. As the population at Agnews and in the community continues to age, the availability of medical and nursing services and supports will be essential. For many people residing at Agnews their continued health status has occurred as a result of careful monitoring and nursing oversight. As people move into community services, that do not have immediate access to nursing supports, it will be important that this is available as needed. Additionally, for those persons with significant medical and nursing conditions, the availability of nursing oversight will mean the difference in their continued health and success.
- (5.) **Access to Information/Confidentiality:** The QA/QI system has been designed to provide an extensive measure of monitoring to people leaving Agnews who may be moving into community services. As this system requires access to consumers, family members, information within the IPP and ISP, it will be important that the recommended QA team members are allowed access to this information. Currently, regional centers are granted authority over a multitude of data; e.g., incident reports, unannounced provider data and visits, etc., that allow this oversight to occur. Within the design of the QA/QI system this same level of access would need to be granted to the members of the BAPQAA Committee and the BAP QA team to assure monitoring occurs.
- (6.) **Consumer Outcomes and Satisfaction:** In an effort to obtain data on consumer outcomes and satisfaction that are valid, reliable, and measurable, exploration of various tools and assessment methodologies should be conducted. Instruments to be researched and considered for pilot demonstration within the Bay Area Project include the following:
 - (a.) National Core Indicators (HSRI);
 - (b.) Participant Evaluation Survey (CMS);
 - (c.) Personal Outcome Measures (Council on Quality and Leadership).

The use of one of these outcome and satisfaction measurement systems would not supplant the use, review and analysis of data gleaned from the Life Quality Assessments mandated within the Lanterman Act.

- (7.) **Service Coordination:** The role of the Service Coordinator is critical to monitoring and implementing services provided to consumers. In many cases the Service Coordinator is the primary contact person for the consumer. As people transition out of Agnews, it will be essential to expand the role of the Service Coordinator, expand the expectations and knowledge base of each Service Coordinator, and provide the support and assistance they may need carrying out this function. For people leaving Agnews, the Service Coordinator caseload assignments should be reduced/limited to allow for ongoing visits and coordination of activities to adequately assist in accessing the necessary supports and services.
- (8.) **Transition Planning:** The transition process for consumers, and state staff alike, will be a critical component to the success of services offered. It is recommended that staff training include exercise of rights, empowerment of consumers, use of generic resources, and adaptation of roles in community settings.
- (9.) **Evaluate The Current IPP Process:** A regional committee of representatives from all involved stakeholders should be established to evaluate and enhance the current IPP process in use in community services to assure important aspects of a person's life—such as health care planning, risk assessment, etc.—are documented within the consumer's plan. The IPP process currently supports a primary focus on person-centered planning, incorporating what a consumer may want, need, and desire as steps towards planning over the coming years. Certain elements of a consumer's life, such as critical aspects of keeping a person healthy or safe, may not always be directly tied into some "person-centered" plans. A second component to improving the IPP process will be to increase access to clinical and assessment information to assist in IPP planning and development.

- (10.) **Crisis Intervention Services:** Crisis intervention services should be expanded to ensure timely and sufficient response to extreme situations where consumer's health, safety, and placement are threatened. Both on-site and off-site resources should be available for vendor support in addressing unpredictable and dangerous situations. These resources may include temporary, alternative housing and intervention programs while individual plans for services and supports are modified. These crisis intervention services should be designed as alternatives to more intrusive and disruptive measures such as involuntary psychiatric admission or re-admission to a large congregate developmental services facility.
- (11.) **Self Advocacy Training Program:** An essential element of assisting Agnews' consumers to develop and succeed in the community will be to provide support, assistance, and training, where needed, in areas of self-advocacy. Many consumers could benefit from having increased opportunities in making decisions regarding simple and complex aspects of daily life. An array of options—including individual training in self-advocacy, participation in self-advocacy groups and/or self-government activities, Volunteer Advocacy Project and/or Clients' Rights Advocacy—would support efforts in this regard. It will be important that each regional center take an active and involved role in developing consumer leadership amongst their stakeholders.
- (12.) **Rate Structure:** The established rate structure will need to be revised in order to enhance and expand services to consumers moving out of the Agnews. The current rate structure does not provide for adequate funding for services, particularly direct support professional salaries and benefits. Any future legislation and policies, regarding new community services for people moving from Agnews, must address this issue.
- (13.) **Direct Support Professional (DSP) Training:** In establishing standards of practice for service providers it is recommended that we expand the Direct Support Professional (DSP) training in an effort to assure staff competency. This training should incorporate a 'competency based' approach in which staff competency is assessed as a regular part of training. This would require an increase in the number of classes or opportunities for training based upon regional and local needs. Training provided should

include risk management elements such as conducting investigations, asking questions, implementing plans of protection, and completing the necessary follow up to assure a timely response. In addition, the training should incorporate rights as an element of prospective provider orientation and training that is required for all new providers. One mechanism for rewarding competency could be in attaching this level of competency to the wages and salary system.

- (14.) **Standards of Practice in Service Provider Expectations:** The development of Standards of Practice for Service Providers will offer a more concrete mechanism for assuring that quality services are provided. In addition, these standards will assure good communication between service providers and regional centers; build a stronger relationship, and assure implementation is consistent and equitable. In order to make these standards successful, it will be important to implement throughout the three regional center areas and to include, but not be limited to:
- (a.) Mandatory ISP development in all service provider environments.
 - (b.) Develop uniform requirements for medication management that expands expectations of service providers and documentation.
 - (c.) Establish a Memorandum of Understanding (MOU) with residential providers. For implementation of additional service standards over and above regulatory requirements.
 - (d.) Standardize the grievance procedure to assure consistent implementation and compliance with the requirements of the fair hearing procedure for regional centers and developmental centers.
 - (e.) Establish standard training curriculum for provider staff.
 - (f.) Required self-assessment programs for providers to assure programs are assisting consumers in meeting personal goals.
- (15.) **Vendorization:** Regional centers need greater authority to establish more stringent standards for potential providers in order to meet vendorization requirements. Denial of vendorization needs to be expanded to include providers' fiscal viability, ability to show

competency in specific areas related to the service requested, and background information of an unfavorable nature; i.e., billing practices such as misrepresentation.

k. **Implementation Plans**

Goal 1. Establish BAPQAA Committee.

- (a.) Identify/solicit membership for committee participation.
- (b.) Establish guidelines for committee activities, orientation to role, overview responsibilities, and reporting mechanisms.
- (c.) Determine activities to be reviewed by BAPQAA Committee.
- (d.) Establish reporting mechanism for data oversight.
- (e.) Provide for short, mid-, and long-range role and function of the BAPQAA Committee.

Goal 2. Design Bay Area Project QA Process.

- (a.) Identify membership and roles for QA team participation.
- (b.) Complete a review, revision and approval for use of HCBS Indicators.
- (c.) Develop and implement a process that requires:
 - (1.) Monitoring review to be completed by team members utilizing monitoring tools that assure all aspects of the individual's life has been maintained or improved.
 - (2.) Monitoring completed at least monthly for first 90 days and quarterly thereafter, or more frequently as specified in the IPP.
 - (3.) Monitoring to include face-to-face visits with individual, family, and/or conservator to ascertain satisfaction as well as face-to-face visits to the living arrangement and day program to monitor services and supports through observation and documentation.
 - (4.) Additional contacts and additional consulting staff as needed to observe services and supports and review documentation of services and supports.

- (d.) Components for QA process review include:
 - (1.) Evaluation of the IPP process to assure planning occurs that meets the desires, preferences, and specific needs of each individual.
 - (2.) Implementation of a standardized mechanism for assuring positive outcomes for consumers served.
 - (3.) Use of standardized monitoring tools in areas recommended through framework indicators.
- (e.) Establish timelines for data collection and reporting.

Goal 3. Review Role of Service Coordinators for People Leaving Agnews.

- (a.) Identify team to establish requirements for regional center staff assigned to coordinate supports and services.
- (b.) Establish protocols for the Service Coordinator to follow through on incident reports and nursing level reviews.
- (c.) Provide ongoing training and support to Service Coordinators.
- (d.) Establish monitoring system for Service Coordinator requirements that ensure timely and responsive intervention on behalf of the consumer.

Goal 4. Design a system that allows for established nursing assessment and oversight to assure individuals' health/medical needs are properly addressed.

- (a.) Establish a set of minimum expectations for nursing/health care oversight based upon individual needs.
- (b.) Evaluate availability of current community nursing services.
- (c.) Evaluate options for the provision of nursing review/oversight.

I. **Guiding Principles**

The Quality Assurance Workgroup envisions a QA system that ensures and promotes the following:

- (1.) Flexible, creative, individually-tailored services and supports developed through a person-centered planning process.
- (2.) Living arrangements and other services and supports developed based upon individual's needs and desires.
- (3.) People are supported to exercise control over their own lives in decisions big and small.
- (4.) Providers, regional centers, and the Department are held accountable for quality services and continuous improvement.
- (5.) The provision and monitoring of Quality is everyone's responsibility including the individual, families, Service Coordinators, direct support staff, and the community at large.
- (6.) Services and supports are responsive to and change based upon individual satisfaction.
- (7.) Provision and evaluation of services and supports based upon life quality outcomes.
- (8.) Monitoring and evaluation that is equitable and fair with clear performance expectations communicated to all parties.
- (9.) Expanded resource and provider ability, accessibility, and availability.
- (10.) Simplicity—easy to understand, implement and access.
- (11.) Risk identification and implementation of individual and systemic safeguards.
- (12.) Create a systemwide culture of continuous quality improvement based upon partnerships and mutual supports.
- (13.) Systemwide training and technical support.
- (14.) Independent review that looks at what is working and not working in people's lives.

11. **SUMMARY**

The Community Development Team began this process in mid-March of 2003. The process began as an opportunity to develop a plan for the transition of consumers from Agnews into their local communities. Throughout the next six months the process evolved into an opportunity of brainstorming, gathering of ideas, problem-solving, and a sharing of expertise amongst consumers, families, providers (community and developmental center), regional centers, and experts in their respective fields.

In addition to the workgroup efforts, each of the chairpersons were involved in regular and routine sessions of information sharing amongst each other. This provided the necessary direction and assistance back to the workgroups for further plan development. From this extensive, and very positive collaborative effort came the summary of information provided in this report.

This report is based upon the very diverse and comprehensive written reports provided from each workgroup. The CD Team feels that with implementation and oversight, not only will the men and women residing at Agnews receive the necessary services and supports required, but also the level and expertise of services in the community will be expanded to all consumers served within the Bay Area Project.

ATTACHMENT 1A

| | Community Dev Team | Housing Dev Workgroup | Service Hubs Workgroup | Support Services Workgroup | QA Workgroup | TOTAL # |
|--|-------------------------------|--------------------------------------|---------------------------------------|---|-------------------------|--------------------|
| Consumers | 3 | 2 | 0 | 2 | 0 | 7 |
| Agnews' Parents | 3 | 1 | 1 | 3 | 0 | 8 |
| Parent Organizations and Involved Parents | 6 | 4 | 1 | 1 | 1 | 13 |
| Agnews' Staff | 2 | 1 | 5 | 2 | 2 | 12 |
| Regional Center Staff | 5 | 3 | 3 | 5 | 5 | 21 |
| Department Staff | 4 | 1 | 2 | 1 | 1 | 9 |
| Private Providers | 5 | 13 | 0 | 6 | 0 | 24 |
| Area Board Staff | 3 | 1 | 0 | 2 | 2 | 8 |
| Advocacy Org Representatives | 2 | 0 | 0 | 1 | 2 | 5 |
| Legislative Representatives | 2 | 0 | 0 | 0 | 0 | 2 |
| Consultants and Others | 0 | 1 | 0 | 0 | 0 | 1 |
| | 35 | 27 | 12 | 23 | 13 | |

ATTACHMENT 1B
COMMUNITY DEVELOPMENT TEAM

| MEMBER | ORGANIZATION/AFFILIATION |
|--------------------------------|---|
| Santi J. Rogers Chairperson | Executive Director San Andreas Regional Center |
| Carol Bohnsack | Chief, Community Services Golden Gate Regional Center |
| John Boisa | Consultant Assembly Committee on Human Services |
| La Donna Bray | Parent |
| Ed Carraway | Porterville Parent Group |
| Mary Jane Casper | Field Representative Office of Senator Liz Figueroa |
| Denis Craig | Community Program Manager Area Board V |
| Bob Cross | Agnews Governor's Advisory Board |
| Francine Davis | Director, Community Services Division Regional Center of the East Bay |
| Shelton Dent | Manager, Community Residential Services Department of Developmental Services |
| Patricia Flannery | Team Support Agnews Developmental Center |
| Lara Gelber | Consumer |
| Ellen Goldblatt | Senior Attorney Protection and Advocacy, Inc. |
| Melinda Gonser | Staff Support to Bay Area Project Department of Developmental Services |
| Virginia Grant | Executive Director Area Board VII |
| Kathy Guinasso | Agnews Parent CASH-PCR |
| Judy Haller-Martinez | Parent |
| Mike Keeley | Manager San Andreas Regional Center |
| Nancy Lopez | Parent |
| Sunny Maden | CASH-PCR |
| Kris McCann | Housing Consultant Executive Director - Bay Area Housing Corporation |

| MEMBER | ORGANIZATION/AFFILIATION |
|-------------------------------------|---|
| Peter Mendoza | State Council on DD |
| Lisa Merlin | Executive Director Housing Choices Coalition |
| | |
| Charles "Mick" Morgan | Area Board VII Member Parent |
| Julia Mullen | Manager, Community Development Department of Developmental Services |
| Bud O'Hare | Agnews Parent AMRA |
| Stan Parry | Housing Choices Coalition |
| Harold Pitchford | Executive Director Agnews Developmental Center |
| Mark W. Polit Executive Director | CA Alliance for Inclusive Community Parent |
| Laura Repke | The Arc San Francisco |
| Tony Schrick | Regional Projects, Secure Treatment, & Education Department of Developmental Services |
| Lavelle Souza | Parent |
| Walter Welch | Consumer |
| Alan Wilens | Supervisor/Resource Developer Golden Gate Regional Center |
| Eric Zigman | Chair SARC Provider Advisory Committee |

ATTACHMENT 1C
HOUSING DEVELOPMENT WORKGROUP

| MEMBER | ORGANIZATION/AFFILIATION |
|---------------------------|--|
| Johnny Anguiano | Parca Housing Project Manager |
| Scott Beesley | Housing Choices Coalition Housing Catalyst |
| Barry Benda | Resource Developer Golden Gate Regional Center |
| Jamie Blackson Baker | Executive Director Housing Consortium of the East Bay |
| Chris Block | Executive Director Charities Housing |
| George Braddock | Creative Housing |
| Ed Carraway | Porterville Parent Group |
| Tracey Chew | Associate Executive Director Bay Area Housing Corporation |
| Dave Coury | Housing Specialist Lifehouse Agency |
| Denis Craig | Community Program Manager Area Board V |
| Sara Desumala | Consumer People First of California |
| William Dycus | Consumer – People First of California Board of RCEB |
| Patricia Flannery | Team Support Agnews Developmental Center |
| Paulette Grilli | Grilli and Associates (Consultant) |
| Kathy Guinasso | Agnews Parent CASH-PCR |
| Jessie Hall | Barry Swenson Builder Project Manager |
| Steve Johnson | Governor's Advisory Board |
| Nancy Lopez | Parent |
| Kris McCann (Chairperson) | Housing Consultant Executive Director Bay Area Housing Corporation |
| Clare McDermott | Parent, MFCC Chair BAHC |
| Lisa Merlin | Executive Director Housing Choices Coalition |

| MEMBER | ORGANIZATION/AFFILIATION |
|-----------------|---|
| Julia Mullen | Manager, Community Development Branch Department of Developmental Services |
| | |
| Keith Nakatani | Housing Resource Developer The Arc San Francisco |
| Laura Repke | The Arc San Francisco |
| Kathy Robinson | Developer Charities Housing |
| John Rodriguez | Director of Older Adult Services Regional Center of the East Bay |
| Santi J. Rogers | Executive Director San Andreas Regional Center |

ATTACHMENT 1D
SERVICE HUBS WORKGROUP

| MEMBER | ORGANIZATION/AFFILIATION |
|--------------------------------|---|
| Veronica Arimboanga | Residence Manager Agnews Developmental Center |
| Carol Bohnsack | Chief, Community Services Golden Gate Regional Center |
| Chris Castelli | Director Regional Project of the Bay Area |
| Shelton Dent | Manager, Community Residential Services Department of Developmental Services |
| Patricia Flannery | Team Support Agnews Developmental Center |
| Ed Goodnight | Program Assistant Agnews Developmental Center |
| Judy Haller-Martinez | Parent |
| Sheryl Kuhn | Director of Consumer Services Regional Center of the East Bay |
| Sunny Maden | CASH-PCR |
| Harold Pitchford (Chairperson) | Executive Director Agnews Developmental Center |
| Tony Schrick | Department of Developmental Services |
| Lisa Wendt, RN | Nurse Consultant San Andreas Regional Center |

ATTACHMENT 1E
SUPPORT SERVICES WORKGROUP

| MEMBER | ORGANIZATION/AFFILIATION |
|------------------------------|--|
| La Donna Bray | Parent AMRA |
| Denis Craig | Area Board V Community Program Manager |
| Sara Desumala | Consumer – People First |
| Kim Dodd | Trinity CHANGE, Inc. Supported Living Executive Director/Parent |
| William Dycus | Consumer – People First Board of RCEB |
| Patricia Flannery | Team Support Agnews Developmental Center |
| Ellen Goldblatt | Senior Attorney Protection and Advocacy, Inc. |
| Kathy Guinasso | Agnews Parent CASH-PCR |
| Marva Hamilton | Community Residential Services Department of Developmental Services |
| Mike Keeley (Co-Chairperson) | Manager San Andreas Regional Center |
| Jennifer Lucas | Area Board VII Volunteer Advocacy Services Coordinator |
| Arek Nathanson | Senior Resource Specialist Regional Center of the East Bay |
| Shannon Odam | Director, Community Living Services HOPE Services |
| Bud O'Hare | Agnews Parent AMRA |
| Andrew Pereira | Mainstream SLS |
| Julie Rienhardt | Executive Director Imagine SLS |
| John Rodriguez | Director of Older Adult Services Regional Center of the East Bay |
| Lavelle Souza | Parent |
| Mary Ortega/Matthew Timbo | Associate Executive Director, The ARC Community Living Services Program |
| Alan Wilens (Co-Chairperson) | Supervisor/Resource Developer Golden Gate Regional Center |
| Florence N. Yalung, MA | District Manager, Resource Department San Andreas Regional Center |
| Reuben Zarate | Agnews Developmental Center Regional Project of the East Bay |
| Eric Zigman | Chair - SARC Provider Advisory Committee |

ATTACHMENT 1F
QUALITY ASSURANCE WORKGROUP

| MEMBER | ORGANIZATION/AFFILIATION |
|---------------------------|---|
| Margaret Anderson | Chief, Training and QA Section Department of Developmental Services |
| Bob Cross | Parent Agnews Governor's Advisory Board |
| Francine Davis (Co-Chair) | Director, Community Services Division Regional Center of the East Bay |
| Patricia Flannery | Team Support Agnews Developmental Center |
| Virginia Grant | Executive Director Area Board VII |
| Gail Gresham | Protection and Advocacy, Inc. |
| Lisa Kleinbub, RN | Regional Center of the East Bay Director of Health & Behavioral Services |
| Charles "Mick" Morgan | Parent Area Board VII Member |
| Barbara Peschka, RN | Quality Assurance Nurse San Andreas Regional Center |
| Mark W. Polit | Parent CA Alliance for Inclusive Community |
| Helen Raschke | Quality Assurance Supervisor Golden Gate Regional Center |
| Tamara Rodriguez | Standards Compliance Coordinator Agnews Developmental Center |
| Ron Willsey (Co-Chair) | Associate Executive Director San Andreas Regional Center |

ATTACHMENT 1G
SERVICE HUBS FORUM

| MEMBER | AGNEWS DEVELOPMENTAL CENTER |
|--------------------------------|------------------------------------|
| Harold Pitchford (Chairperson) | Executive Director |
| Ed Goodnight | Program 1 Assistant |
| Veronica Arimboanga | Program 1 Residence Manager |
| Rosey Rubino | EESP Residence Manager |
| Guy Nuzum | Quality Assurance IPC |
| Doriann Shreve | Quality Assurance IPC |
| Rick Kirske | Pharmacy Manager |
| Leticia Crislogo-Cabrera | Assistant Director of Dietetics |
| Betty Henderson | Quality Assurance AGPA |
| Ken Rubino | Chief of Plant Operations I |
| Patricia Flannery | Program Director |

ATTACHMENT 2

| HANDOUTS/RESOURCE DOCUMENTS |
|--|
| Bay Area Housing Corporation |
| HCBS Quality Framework |
| Final Outcomes of 3 yr CA Quality Tracking Project - Conroy Report |
| Putting the Pieces Together—Department of Developmental Services, Quality Management |
| RCEB QA packet |
| SARC QA packet |
| Looking at Service Quality |
| Oregon Housing and Community Services |
| The Financing of Housing for People with DD |
| Planning and Achieving Person-Centered Environments for People w/DD |
| Life Services Alternatives, Inc |
| Creative Housing Solutions, LLC |
| Crisis Homes Listing |
| Redwood Place |
| Residential and Educational Services of the East Bay |
| Alphabetical List of Abbreviations |
| Licensing Classifications of Residential Settings |
| Mortality of Californians w/DD After Transfer Into Community Care |

| HANDOUTS/RESOURCE DOCUMENTS |
|---|
| Employment Opportunities at Agnews |
| Coastal Post Online – Howard Thornton, MD |
| Support Services Data from Agnews |
| QA and QI in HCBS |
| Welfare and Institutions Code Section on Developmental Center Closure |
| Agnews Closure Planning Organization Chart |
| Plan to Close Camarillo State Hospital/Developmental Center |
| “New Beginnings” Newsletter– Volume 1 Issue 2; Issue 3, and Issue 4 |
| Developmental Center Options Study Final Report |
| Options to Meet Future Needs of Consumers in Developmental Centers |
| Consumers Futures Planning Data Grid and Sample Data Printout |
| ICF – DD CN Pilot Program Handout |
| Community Options INC – FHA |
| CCR – Family Home Agency |
| Adult Family Home Agency Guide—Department of Developmental Services |
| Mental Health Matrix |
| Central Valley Crisis House |
| Options Report – Desert Homes Summary |

ATTACHMENT 3

| CONSULTANTS/PRESENTERS | |
|---------------------------------|--|
| Regional Center Panel of: | <ul style="list-style-type: none"> ▪ Quality Assurance Staff ▪ Developmental Center Liaisons |
| Service Providers Representing: | <ul style="list-style-type: none"> ▪ Supported Living |
| | <ul style="list-style-type: none"> ▪ Residential Care |
| | <ul style="list-style-type: none"> ▪ Day Programs |
| | <ul style="list-style-type: none"> ▪ Specialist Services |
| | <ul style="list-style-type: none"> ▪ Local Law Enforcement |
| Expert Consultants: | <ul style="list-style-type: none"> ▪ George Braddock and John Rowell (Housing Consultants) |
| | <ul style="list-style-type: none"> ▪ Matt Steinle (Financing Consultant) |
| | <ul style="list-style-type: none"> ▪ Bay Area Economics |
| | <ul style="list-style-type: none"> ▪ Bob Rossi (Consultant on Building Community) |
| Discussion Panels Including: | <ul style="list-style-type: none"> ▪ Agnews' Consumers and Parents |
| | <ul style="list-style-type: none"> ▪ Former DC Parents and Consumers Panel |
| | <ul style="list-style-type: none"> ▪ Agnews' Staff Representing Each Clinical Program/Department |
| Tours Conducted: | <ul style="list-style-type: none"> ▪ All Agnews' Services |
| | <ul style="list-style-type: none"> ▪ Life Services Alternatives, Inc. |
| | <ul style="list-style-type: none"> ▪ Local ICF (DDH, DDN and Super N) |
| | <ul style="list-style-type: none"> ▪ Local ICF/Day Program Tour |

Project SHARE

A public/private plan to improve services for all people
with developmental disabilities in the California Bay Area
through resource sharing . . .

KOFT



Executive Summary

This document briefly details the history of the Agnews Developmental Center and the corresponding trends in the developmental disability field as they emerged over the past century. A public/private partnership is presented as a solution to the current budgetary and service delivery crisis facing the developmental disability system. The strengths of Elwyn, Inc., a private provider that has successfully blended community and campus based services are identified and offered as a solution. Elwyn is an internationally recognized organization that has successfully transitioned campus based facilities into quality state-of-the-art seamless community systems. They have realized significant cost savings through this process. It is estimated that a first year savings of \$15 million will be realized.

PLAN HIGHLIGHTS

- ✓ Year 1 savings of \$15 million
- ✓ Quality state of the art services
- ✓ Seamless transition plan
- ✓ True choices for families
- ✓ Benefits all persons with developmental disabilities
- ✓ *Elwyn's* extensive experience

Historical Background

The early rapid growth of large state institutions for people with developmental disabilities mirrored society's dim view of their potential and the widely held belief that these individuals were a menace to the community. Large wards were the norm and state Developmental Disability systems were similar to, though separately administered from, state Mental Health Systems. In the early 1970's, somewhat later than the community mental health movement, community integration began in earnest for people with developmental disabilities. With shrinking mental health populations, many state Mental Health institutions had begun to serve people with developmental disabilities in an effort to make use of their vacant buildings and to downsize overcrowded DD institutions. Due to successful new behavioral support techniques, advocacy, litigation, and major exposés of deplorable conditions at state DD institutions, a major paradigm shift occurred in the DD residential service delivery model. A philosophy of "normalization" coupled with a new awareness of teaching techniques for people with DD revolutionized treatment and then turned the model upside down. Whereas, "bigger", "insular" and "self sufficient" were the hallmarks of a well-run residential service prior to the late 20th century, the new watchwords soon became "smaller", "community integrated" and "interdependent".

During this period, voluntary Federal fiscal matching programs through Medicaid became a primary source of income to allow the states to increase services to people with DD. The Home and Community Based Service Waiver (HCBSW) and Intermediate Care Facilities for People with Mental Retardation (ICF-MR) programs were and continue to be used both to fund community placements in small-dispersed homes and to increase services to individuals in large state institutions. Philosophically, community placement

in small homes became the gold standard of residential services, with the result that today more individuals live in community homes than in state institutions. The last two decades of the 20th century saw two separate and distinct residential systems solidify; state institutions funded through the ICF-MR program and small community homes funded through the HCBSW. For the most part, direct service workers at state institutions were a relatively highly paid unionized work force with premier benefit and retirement plans while the community system consisted of relatively low paid privately employed non-unionized workers. Whereas state institutions directly employed specialty DD clinicians such as physicians, dentists, nurses, behavior analysts, occupational, speech and physical therapists, individuals living in the community received services through the state's separately administered general Medicaid health care delivery system.

In many cases, state institutions eventually closed. Closures occurred through community placement, attrition and in some instances consolidation of existing institutions. People living in large facilities were viewed as awaiting community placement and the dictum of "everyone can be served in a small 3-person home if given the right support" became the prevailing thinking. Because of this, large institutions became relics of the past. Buildings were not renovated or brought into compliance with new fire and life safety codes. Instead of new construction, to keep up with current residential models, makeshift 2 or 3 person rooms were created in existing wards by building temporary walls. Why put a lot of money into archaic buildings or build new ones if these large facilities were closing or at best seen as a weigh station on the road to community placement?

Institutions remained insular and somewhat oblivious to the community and likewise the community's "disdain" for the institution grew to the point where community advocates would not set foot on an institution's grounds. People living in the community were not allowed to take advantage of any clinical services available in the institution. During the 1980s and 90s many state institutions also suffered from difficulties in meeting the federal ICF-MR regulations. With 50% and more of a state's DD budget tied to federal funding, the threat of decertification and loss of federal matching dollars was very serious. When this did occur or 23-day funding termination notices were instituted, state plans of correction typically included major outlays for additional staff. This has resulted in large per diem increases for state institutions that were at the same time downsizing and decaying, resulting in significant cost inefficiencies. It has also created a state institutional system that employs significant numbers of clinicians with expertise in DD.

The community DD movement has been very successful in transitioning large numbers of people into small community homes. Problems that have surfaced can be traced to two factors that are endemic to the community model; a dispersed workforce and mandated access to community Medicaid services that are already stretched to the limit. Recent US Surgeon General reports have highlighted a lack of access to appropriate and specialized behavioral, psychiatric, medical and dental care for people receiving services through the HCBSW. Given this community/institution dichotomy, it has not been possible, due primarily to philosophical reasons, to share the clinical resources of a State DD Institution with its surrounding community. This may also be partly due to the fiscal hoops that have to be jumped through in order to cost share ICF-MR/institutional

funded services with HCBSW recipients. The community model is currently facing a great challenge in providing superior clinical service access to those individuals who are HCBSW recipients.

Agnews Historical Background

With its beginnings as a State Mental Health Institution, the history of Agnews Developmental Center is a microcosm of the national trends discussed above. Begun in 1888 as a state mental health facility on a large rural campus, Agnews has provided service solely to people with DD since 1972. The DD residential population of Agnews has declined steadily over the last 10 years from 821 residents in 1994 to a current census of 396 individuals. Whereas Agnews was once situated on two rural campuses, the community and local industries are now at its doorstep. Today it sits on 81 acres surrounded by corporate headquarters, private housing, and shopping malls.

The last five years has seen a major retooling of clinical services and increased staffing partly in response to the threatened loss of funding due to federal and state adverse actions that centered primarily on client supervision, client safety and staffing availability. Staffing has been stabilized through a salary incentive plan that makes Agnews one of the highest paying DD centers in the country for direct service and other clinical staff. With this, Agnews has also become very densely staffed, currently employing roughly 1400 staff to provide services to its residents. The current residential population includes approximately 160 people receiving 24 hour continuous nursing in Skilled Nursing Facility (SNF) beds with the remaining being served through the ICF-DD program. With this cost, and the trend to serve all people with DD in community settings through the HCBSW, it is no surprise that Agnews was targeted for closure by July 2005.

Bay Area Community Services

The California and Bay Area community system is administered through a system of Regional Centers that are responsible for ensuring that the needs of the individuals living in the community are met. With its community population, the system, like others around the country, is stretched and it is doubtful that it could, as it is currently constituted, meet the needs of the individuals residing at Agnews. As the community is literally knocking on Agnews doors, an ironic situation could exist where an individual with DD who is in need of clinical community services is living on the same street as Agnews but is unable to access the services available inside. The opening of Agnews doors to the community will benefit all individuals with DD.

California DDS realizes that the existing community system in no way has the capacity to provide the level of clinical service currently needed and received by residents of Agnews. As a result, DDS has postponed the Agnews closure date to July 2006. DDS director Cliff Allenby stated the following:

“...the decision to postpone the closure is based on our assessment of the existing capacity of the Bay Area community to provide the range and types of services needed by 2005...to ensure the health, safety, and proper care of residents of Agnews as they transition to less restrictive, more integrated community placements, the State must ensure the essential building blocks are in place, including development of necessary housing, alternative models of service delivery, and appropriate, quality services. These building blocks raise a number of policy and fiscal issues that require further development and consideration.”

DDS also indicated that the following four points must be addressed for closure to move forward:

- The stability of living arrangements must be assured.
- An appropriate array of service options designed to meet the special needs of Agnews’ residents must be available.

- Systems must be in place to ensure continuity of services between the institution and the community.
- On-going quality of care must be assured.

KOFT agrees that the current community system is not sufficiently able to meet the four points outlined by DDS director Allenby. KOFT has investigated several “alternative models of residential service delivery” other than outright closure. The model that KOFT feels would best meet the needs of the individuals residing at Agnews, as well as those residing in the community was pioneered by *Elwyn* Inc, an international not-for-profit provider of services for people with disabilities. As suggested by Director Allenby, this model does indeed address the four points he outlined that must be part of a solution for the individuals residing at Agnews. It neither closes a large campus based facility nor continues its operation in community isolation. It sets up a blended cost effective system that allows for a higher quality of service to all persons with DD living in a given catchment area. KOFT members as well as Regional Center representatives have visited one of *Elwyn*’s service delivery systems in Eastern Pennsylvania. Representatives of *Elwyn* have met with regional center executive staff and toured Agnews on several occasions. The following model presents an overview of the KOFT supported approach to effect better services for all individuals with DD residing in the Bay Area. Instead of maintaining two costly systems, it blends them into one cost effective service delivery strategy.

Elwyn History

Elwyn was founded in Philadelphia, PA in 1852 by forward thinking educators who felt that mental retardation could be cured through specific educative approaches. Land was deeded to *Elwyn* in a rural section of Delaware County and in 1857 a campus setting began development. The population grew and during the first part of the twentieth century, *Elwyn* followed the accepted residential models of the time becoming an insular self-sufficient campus. With the 1960s and 70s, *Elwyn* chose a different path than state institutions and began to operate community based residential and vocational programs while renovating its campus. As part of this initiative, *Elwyn* continued to upgrade its campus while expanding its presence in the community. This process allowed *Elwyn* to develop a true service continuum that is able to serve people irrespective of whether they live on its campus or in one of its many small community residences. Through fiscally astute contract negotiations and sophisticated funder blending, *Elwyn* today provides service on its campus to over 1100 people on a daily basis, less than half of which actually reside on the campus. Its campus buildings continue to be among its most attractive living arrangements and provide another residential option in a seamless service system.

Like Agnews, corporate headquarters, private housing, and shopping malls also surround the *Elwyn* campus, but unlike Agnews, it has opened its doors to the community increasing the availability of needed services. One specific example is the *Elwyn* Media campus medical/dental suite. Through negotiations with the Medicaid managed care health delivery system, *Elwyn* was able to procure augmented funding to provide these needed services to all Medicaid recipients. Staffed with service providers who are experts

in their chosen medical/dental specialty but who also have extensive experience providing service to persons with DD, services are now accessible to more people at a higher quality in a more cost effective manner. The cost savings is the result of procedures that previously required hospitalization, due to the need for anesthesia, now completed in an outpatient setting. Cost savings are also being realized through accessibility to preventive care that was previously unavailable and is now able to avoid more costly procedures later. The major benefit seen from appropriate dental care has been an improvement in the individual's behavior and overall health. People who had not received routine care due to accessibility issues have now received continuing service and the large benefits to the overall quality of life continue. Other examples of the *Elwyn* service model include:

- ✓ A large bandage factory that through contracts with the US Armed Forces produces bandages for use by the military providing employment to people who reside on the campus and in Delaware county.
- ✓ An approved private school that is open to all students with special needs in the Philadelphia area.
- ✓ A pre-school that provides service to staff children and to children with special needs.
- ✓ Adult day care and senior centers that serve the Philadelphia area and many other alternatives all of which provide a true rhythm of life experience for those individuals who receive these services.

- ✓ A sophisticated Infection Control program that reinforces universal precautions with training support packages that can be implemented with all staff.

KOFT/Elwyn Solution

To effect a transformation of the two isolated systems that are currently operating in the Bay Area with a resulting accessible comprehensive service delivery system, the artificial wall between the community and the Agnews Developmental Center must disappear. For this to occur, a public/private plan must be developed to administer the change. A building plan is needed that addresses the critical life safety issues that are present on the Agnews campus and a blending of services among the community and the residents of Agnews is needed to result in cost savings. The following conditions are a requirement to implement significant change:

1. Agnews is transformed into a private not-for-profit corporation (SHARE, Inc.); this new corporation enters into a five year direct contract with the Department of Developmental Services.
2. *Elwyn* will secure a management consulting contract with SHARE that would allow *Elwyn* to manage all operations, including the replacement of existing Agnews executive management.
3. Specific Life Safety concerns outlined by KOFT/Elwyn as a result of their limited site inspections are addressed by DDS through capital improvements, e.g. key locks on fire exits removed and panic bars installed.
4. All other physical plant waivers continue.
5. Authority to subcontract with other providers for community residential services is granted to SHARE.
6. SHARE maintains full budgetary control over the Agnews total current budget and receives a five-year transition grant of 60 million dollars.

7. Existing union contracts will remain in force until a new HR model is designed and implemented.

8. SHARE enters into leasing arrangements for existing and new facilities.

As part of a five-year contract, SHARE Inc. will agree to the following deliverables:

1. Compliance with current certifications will be maintained.
2. A new model will be designed and implemented that transitions Agnews from a closed community to an integrated aspect of California's system for persons with disabilities.
3. Operating costs will be stabilized and controlled.
4. A study of buildings and grounds is undertaken to determine those areas that are in need of renovation versus those areas that should be demolished.
5. A strategic plan is developed to upgrade those building structures that will remain and create new facilities that will better meet the needs of the population.

As part of this plan the following new services will occur during the initial five-year contract:

1. In order to institute quality health service, a center will be built to provide a focal access point for the provision of specialized state-of-the-art medical/dental services. This model will be scaleable and replicable both on campus and in the surrounding communities.

2. A full range of day services (prevocational, adult day care and senior services) shall be provided for persons after assessment and transition planning. SHARE Inc. will develop day services both on the campus and in community settings to accommodate individuals whose needs cannot be met by currently available day services.

3. New housing will be built on the current Agnews property for individuals who are medically fragile and for those who have significant behavioral support needs. The housing will be in the form of 15 bed clusters. Each cluster will consist of three homes with accommodations for five persons each. These clusters will be supported by the health clinic. This model will be scaleable and replicable both on campus and in the surrounding communities. *(See attached initial program model for a proposed behavioral support unit).*

4. A network of community group homes will also access the health center. This will increase the availability of needed medical/dental services to individuals currently residing in the community.

This inclusive community service infrastructure mirrors the current *Elwyn* design.

Financial Perspective

Traditionally, closure plans have been preceded by extensive reviews of existing operations, which establish service outcomes and existing infrastructure vulnerabilities. Limited access to the existing Agnews physical plant, resident information and staff prevents us from presenting a comprehensive business plan. Therefore, the budget projection below has been developed based on experienced provider input reflecting existing cost structures for current operations elsewhere in the country.

| <u>Operating Cost Comparison</u> | | | |
|----------------------------------|----------------------|-----------------------|------------------------------------|
| <u>Organization</u> | <u>Annual Budget</u> | <u># of Residents</u> | <u>Annual Funding Per Resident</u> |
| Agnews | \$102,000,000 | 375 | \$272,000 |
| SHARE Inc. | \$ 86,385,000 | 375 | \$230,360 |
| SAVINGS | <u>\$ 15,615,000</u> | | <u>\$ 41,640</u> |

Note: Funding comparison of operating cost is based on implementation of design concept compared to published data for Agnews Development Center.

The above figures represent the funding for SHARE, Inc. based on the following design.

| | <u>Medically Fragile</u> | <u>Non-Medically Fragile</u> |
|-----------------|--------------------------|------------------------------|
| Resident's/Site | 15 | 15 |
| # of Sites | 11 | 14 |
| # of Resident's | 165 | 210 |

The above model includes operating costs for the following services:

- ✓ Residential
- ✓ Day/Vocation Programs
- ✓ Clinical and Medical Services
- ✓ Campus Supports
- ✓ Administration

Significant Highlights of the budget calculations include:

- ✓ The recognition and adjustment of staffing inefficiencies
- ✓ *Elwyn's* purchasing power and vendor relationships
- ✓ *Elwyn's* excellence and proven record of accomplishment in maximizing third party reimbursement and corresponding navigation of multiple funding sources.
- ✓ For over 25 years, *Elwyn* has been providing vocational services to Californians with developmental disabilities.

Occupancy Costs

Our financial simulations are based on the scenario that new residential and day program facilities will be constructed and owned by an independent entity. Through a mutually beneficial leasing arrangement, the newly created not-for-profit entity (SHARE, Inc.) will be charged fair market rental for the use of the space. Our budgets include lease expense in the amount of \$4,875,000.

Capital Costs

While our budgets reflect operating costs only, we have identified three distinct areas of capital needs, as follows:

(1) Immediate

- √ Life safety issues, such as fire evacuation, earthquake code, etc.

(2) Support

- √ Information Technology, Accounting, and Human Resource Systems

(3) Long Term

- √ Construction of new facilities:

- Residential
- Day and vocational
- Medical
- Campus supports

The funding of these capital items must be made through the state of California.

Conclusions

In conclusion, a KOFT/*Elwyn* partnership strengthens both organizations in significant ways. KOFT has already achieved much in bringing the needs of their family members to the attention of the State of California. KOFT is committed to a furtherance of excellent residential and clinical services for their family members and to expanding these services to the community at large. *Elwyn* brings to this project its long history of developing innovative models to achieve this purpose. Together, these two organizations form a unique family/service provider consortium that is well equipped to meet the needs and choices of those individuals with developmental disabilities in the California Bay Area. The successes achieved over the past several years have given *Elwyn* the resources, credentials and authority base to grow significantly.

Elwyn Inc. has reached peak levels in service provision to individuals with significant challenges through strengths in:

- 1) Direct client/programming needs
- 2) Cost containment methodologies
- 3) Maximizing third party reimbursement
- 4) Purchasing power
- 5) Administrative infrastructure

It is our belief that we could extend our excellence to the current Agnews Developmental Center. Our plan is detailed, the need is immediate and the savings are significant.